

Annual Report of the City of Nashua New Hampshire



***156th MUNICIPAL
GOVERNMENT REPORT***

FISCAL YEAR

JULY 1, 2008 – JUNE 30, 2009

Office of the City Clerk

*Paul R. Bergeron, City Clerk
Tricia Piecuch, Deputy City Clerk
Printed by: Ralph B. Jackson*

"Without these records, we would not know or be able to understand our past. We would not be able to hold our elected officials accountable for their actions. We would not be able to claim our rights and entitlements. Without these records, we would no longer live in a democracy that could be sustained. This accountability of the Government to its people and the protection of their rights is the very cornerstone of the democracy in which we live."

*John Carlin, Eighth Archivist of the United States (1995 – 2005)
From remarks to the National Press Club's "Newsmakers" Sessions (July 1, 2003)*

The 2008 – 2009 Municipal Government Report for the City of Nashua has been compiled through the efforts of your local city officials, to serve as a permanent record of the past fiscal year. Many hours of work went into its preparation, and for this we thank our very dedicated city employees who contributed to this report. We hope you find this report informative and useful.

We welcome your questions and comments regarding any of the material contained in this report. Feel free to call us at 603-589-3010 or email us at cityclerkdept@nashuanh.gov.

Paul R. Bergeron, City Clerk

The story behind the cover photo...

A student group from Fairgrounds Middle School was recognized by the New Hampshire Preservation Alliance at an awards presentation in Concord as the driving force behind the historic restoration of the 1886 Gatehouse located in the southwest area of the Mine Falls Park. The 1886 Gatehouse, a significant part of Nashua's industrial manufacturing era, had been damaged by graffiti and the effects of time, dilapidation and neglect. In 1998, students from Fairgrounds Middle School formed the Fairgrounds Student Historic Preservation Team to restore this marker of Nashua's industrial heritage.

Students created pages on the school website relative to the project where they wrote about the project and their successes: "The Gatehouse is a small but important structure, established in 1886, located in Mine Falls Park in Nashua, NH. This historic building regulated water flow to the Nashua Manufacturing Company's mill yard. By opening (and closing) the five gates under the Gatehouse, the water from the Nashua River would flow into the three-mile long power canal and into downtown Nashua. It is a significant part of Nashua's heritage because it marks the start of industrialization in NH and within our city. In May 1999, the Student Historic Preservation Team was successful in removing the graffiti from the brick walls of the building. Recently, we are pleased to

have helped in the hiring of the Louis Berger & Co. to complete a study and analysis of the Gatehouse and surrounding area. They determined the necessary steps to fully restore the building while maintaining historical integrity."

What was to become an 11-year project was completed in spring 2009, and with the help of city personnel, the building has now been restored to its original grandeur. The gatehouse is now not only an historic marvel but also an educational masterpiece that earned the City the 2009 Historic Preservation Award. (Also see p. 296).

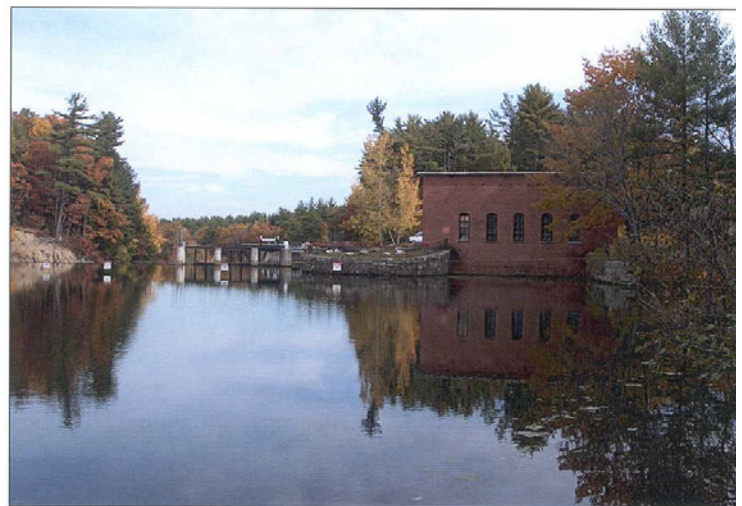
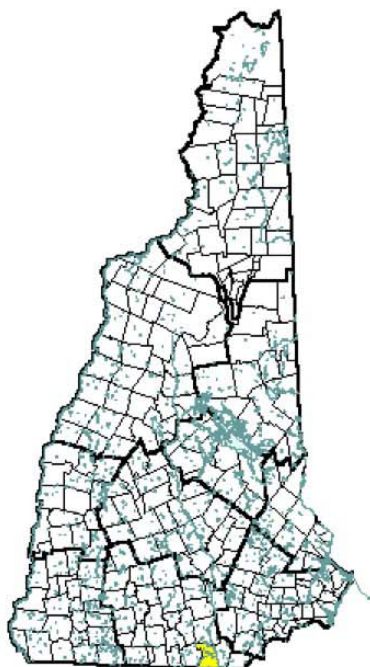


Photo No. 1: Gatehouse setting at Mine Falls Dam on the Nashua River, from upstream (west). Hydroelectric spillway gates and intake structure left of center, with weir-type dam on far left. Looking east.

Nashua, NH



Community Contact

City of Nashua
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Nashua, NH 03061-2019

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Fax
E-mail
Web Site

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galliganit@nashuanh.gov
www.nashuanh.gov

Municipal Office Hours

Monday through Friday, 8 am - 5 pm

County
Labor Market Area
Tourism Region
Planning Commission
Regional Development

Hillsborough
Nashua NH-MA NECTA Division, NH Portion
Merrimack Valley
Nashua Regional
Rockingham Economic Development Corp.

Election Districts
US Congress
Executive Council
State Senate
State Representative

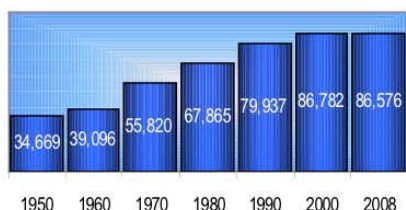
District 2 (All Wards)
District 5 (All Wards)
District 12 (Wards 1, 2, 5, & 9), and 13 (Wards 3, 4, 6, 7, & 8)
Hillsborough County Districts 20 (Ward 1), 21 (Ward 2), 22 (Ward 3), 23 (Ward 4), 24 (Ward 6), 25 (Ward 7), and 26 (Wards 5, 8, & 9)

Incorporated: 1746

Origin: Originally part of a 1673 grant to Edward Tyng of Dunstable, England, the 200 square mile area, called Dunstable, included Nashua, Tyngsboro MA, and all or part of ten other towns. In 1741, Dunstable was cut in half when the Massachusetts-New Hampshire border was established. The northern half kept the name Dunstable. In 1836 the town took the Nashua River's name, a Nashaway Indian word for "beautiful river with a pebbly bottom" and "land between two rivers." In 1842, the town was divided again, with the section north of the Nashua River incorporated as Nashville. The two sections rejoined when Nashua was incorporated as a city in 1853. Nashua became a manufacturing center, powered by the Middlesex Canal which connected the Merrimack River to Boston.

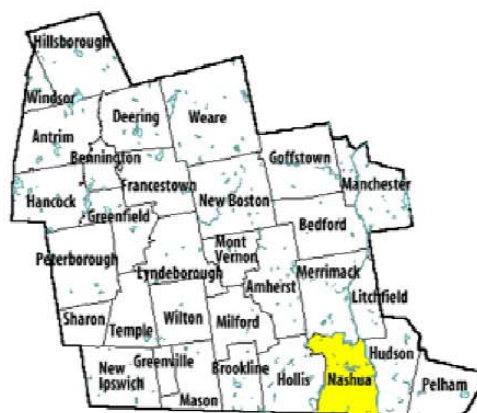
Villages and Place Names: Nashville Historic District, French Hill, Crown Hill, North End.

Population, Year of the First Census Taken: 632 residents in 1790



Population Trends: Nashua ranked first in numeric population change, totaling 52,113 over 50 years, from 34,669 in 1950 to 86,782 in 2000. The largest decennial percent change was 43 percent between 1960 and 1970; the smallest, nine percent between 1990 and 2000. The 2008 Census estimate for Nashua was 86,576 residents, which ranked second among New Hampshire's incorporated cities and towns.

Population Density and Land Area, 2008 (NH Office of Energy & Planning): 2,815.5 persons per square mile of land area, the second highest among the cities and towns. Nashua contains 30.8 square miles of land area and 1.0 square miles of inland water area.



Hillsborough County

Economic & Labor Market Information Bureau, NH Employment Security, 2009. Community Response Received 09/17/09

All information regarding the communities is from sources deemed reliable and is submitted subject to errors, omissions, modifications, and withdrawals without notice. No warranty or representation is made as to the accuracy of the information contained herein. Specific questions regarding individual cities and towns should be directed to the community contact.

Municipal Government Report

MUNICIPAL SERVICES

Type of Government	Mayor & Council
Budget: Municipal Appropriations, 2010	\$156,740,181
Budget: School Appropriations, 2010	\$94,705,236
Zoning Ordinance	1930/06
Master Plan	2001
Capital Improvement Plan	Yes
Industrial Plans Reviewed By	Planning Board

Boards and Commissions

Elected:	Aldermen; School; Public Works; Fire
Appointed:	Planning; Conservation; Library; Cemetery; Zoning; Business & Industrial Development; Housing Authority

Public Library **Nashua Public**

EMERGENCY SERVICES

Police Department	Full-time
Fire Department	Full-time
Town Fire Insurance Rating	2
Emergency Medical Service	Municipal
Nearest Hospital(s)	Distance Staffed Beds
Southern NH Medical Center, Nashua	Local 177
St. Joseph Hospital, Nashua	Local 144

UTILITIES

Electric Supplier	PSNH
Natural Gas Supplier	National Grid
Water Supplier	Pennichuck Water Works
Sanitation	Municipal
Municipal Wastewater Treatment Plant	Yes
Solid Waste Disposal	
Curbside Trash Pickup	Municipal
Pay-As-You-Throw Program	No
Recycling Program	Voluntary - Curbside
Telephone Company	Fairpoint
Cellular Telephone Access	Yes
Cable Television Access	Yes
Public Access Television Station	Yes
High Speed Internet Service:	Business Yes
	Residential Yes

PROPERTY TAXES (NH Dept. of Revenue Administration)

2008 Total Tax Rate (per \$1000 of value)	\$17.55
2008 Equalization Ratio	104.4
2008 Full Value Tax Rate (per \$1000 of value)	\$18.15
2008 Percent of Local Assessed Valuation by Property Type	
Residential Land and Buildings	69.2%
Commercial Land and Buildings	28.7%
Public Utilities, Current Use, and Other	2.2%

HOUSING SUPPLY (NH Office of Energy and Planning)

2008 Total Housing Units	37,212
2008 Single-Family Units	16,956
Residential Permits, Net Change of Units	56
2008 Multi-Family Units	19,375
Residential Permits, Net Change of Units	148
2008 Manufactured Housing Units	881

DEMOGRAPHICS

(US Census Bureau)

Total Population	Community	County
2008	86,576	402,042
2000	86,782	382,384
1990	79,937	336,549
1980	67,865	276,608
1970	55,820	223,941

Census 2000 Demographics

Population by Gender		
Male	42,775	Female 43,830

Population by Age Group

Under age 5	5,644
Age 5 to 19	17,735
Age 20 to 34	18,734
Age 35 to 54	27,055
Age 55 to 64	7,395
Age 65 and over	10,042
Median Age	35.8 years

Educational Attainment, population 25 years and over

High school graduate or higher	86.6%
Bachelor's degree or higher	31.5%

ANNUAL INCOME, 1999

(US Census Bureau)

Per capita income	\$25,209
Median 4-person family income	\$61,102
Median household income	\$51,969

Median Earnings, full-time, year-round workers

Male	\$43,893
Female	\$29,171

Families below the poverty level

5.0%

LABOR FORCE

(NHES - ELM)

Annual Average	1998	2008
Civilian labor force	47,362	49,243
Employed	45,982	47,272
Unemployed	1,380	1,971
Unemployment rate	2.9%	4.0%

EMPLOYMENT & WAGES

(NHES - ELM)

Annual Average Covered Employment	1998	2008
Goods Producing Industries		
Average Employment	14,334	8,729
Average Weekly Wage	\$1,036	\$1,713
Service Providing Industries		
Average Employment	34,616	37,217
Average Weekly Wage	\$550	\$855
Total Private Industry		
Average Employment	48,950	45,946
Average Weekly Wage	\$692	\$1,018
Government (Federal, State, and Local)		
Average Employment	4,017	4,668
Average Weekly Wage	\$757	\$1,058
Total, Private Industry plus Government		
Average Employment	52,967	50,614
Average Weekly Wage	\$697	\$1,022

n = indicates that data does not meet disclosure standards

City of Nashua

EDUCATION AND CHILD CARE

Schools students attend: **Nashua operates grades K-12** District: **SAU 42**
 Career Technology Center(s): **Wilbur Palmer Voc. Tech. Center, Hudson; Milford HS; Nashua HS North** Region: **16**

Educational Facilities	Elementary	Middle/Junior High	High School	Private/Parochial
Number of Schools	13	4	3	11
Grade Levels	P K 1-5	6-8	9-12	K 1-12
Total Enrollment	5,592	2,632	4,122	2,559

NH Licensed Child Care Facilities, 2009: Total Facilities: **56** Total Capacity: **3,848**

Nearest Community/Technical College: **Nashua**

Nearest Colleges or Universities: **Daniel Webster; Rivier; Hesser; Southern NH University**

LARGEST BUSINESSES

	PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
BAE Systems North America	Tactical communications, surveillance	2,800	
Southern NH Medical Center	Health care services	2,233	
Nashua School District	Education	2,010	
St. Joseph Hospital and Trauma Center	Health care services	1,990	
City of Nashua	Municipal services	793	
Amphenol	Backplane connection systems	699	
US Post Office	Postal services	500	
Oracle Corporation	Software	463	
Federal Aviation Administration	Air traffic control	450	
Axsys Technologies	Optics	340	

TRANSPORTATION (distances estimated from city/town hall)

Road Access US Routes **3**
 State Routes **101A, 111, 111A, 130, 101A Bypass**
 Nearest Interstate, Exit **Everett Tpk., Exits 1 - 8; I-93, Exit 3; I-495 (M.**
 Distance **Local access; 11 miles; 10 miles**

Railroad **Boston & Maine**
 Public Transportation **Yes**

Nearest Public Use Airport, General Aviation
Boire Field, Nashua Runway **5,501 ft. asphalt**
 Lighted? **Yes** Navigation Aids? **Yes**

Nearest Airport with Scheduled Service
Manchester-Boston Regional Distance **18 miles**
 Number of Passenger Airlines Serving Airport **6**

Driving distance to select cities:
 Manchester, NH **18 miles**
 Portland, Maine **106 miles**
 Boston, Mass. **43 miles**
 New York City, NY **234 miles**
 Montreal, Quebec **276 miles**

COMMUTING TO WORK (US Census Bureau)

Workers 16 years and over
 Drove alone, car/truck/van **83.5%**
 Carpooled, car/truck/van **9.2%**
 Public transportation **1.5%**
 Walked **2.5%**
 Other means **0.7%**
 Worked at home **2.7%**
 Mean Travel Time to Work **24.7 minutes**

Percent of Working Residents:
 Working in community of residence **47%**
 Commuting to another NH community **26%**
 Commuting out-of-state **26%**

RECREATION, ATTRACTIONS, AND EVENTS

X Municipal Parks
 X YMCA/YWCA
 X Boys Club/Girls Club
 X Golf Courses
 X Swimming: Indoor Facility
 X Swimming: Outdoor Facility
 X Tennis Courts: Indoor Facility
 X Tennis Courts: Outdoor Facility
 X Ice Skating Rink: Indoor Facility
 X Bowling Facilities
 X Museums
 X Cinemas
 X Performing Arts Facilities
 X Tourist Attractions
 X Youth Organizations (i.e., Scouts, 4-H)
 X Youth Sports: Baseball
 X Youth Sports: Soccer
 X Youth Sports: Football
 X Youth Sports: Basketball
 X Youth Sports: Hockey
 Campgrounds
 X Fishing/Hunting
 X Boating/Marinas
 X Snowmobile Trails
 X Bicycle Trails
 Cross Country Skiing
 Beach or Waterfront Recreation Area
 Overnight or Day Camps

Nearest Ski Area(s): **Pat's Peak**

Other: **American Defenders of NH Minor League Baseball; Holman Stadium; Holiday Stroll; Summer Fun Series; Indoor Sky Jumping; Nashua Municipal Airport; Tastes of Downtown Nashua; Farmer's Market; Skateboard parks**

CITY OF NASHUA NEW HAMPSHIRE

Comprehensive Annual Financial Report

**For The Fiscal Year Ended
June 30, 2009**



**Prepared by:
The Financial Services Division**

**Michael Gilbar
CFO/ Comptroller**

City of Nashua, New Hampshire
Comprehensive Annual Financial Report
For the Fiscal Year Ended June 30, 2009

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City of Nashua

Office of the Chief Financial Officer
229 Main Street - Nashua, NH 03060

(603) 589-3171
Fax (603) 589-3168

December 30, 2009

To the Citizens of the City of Nashua and the Board of Aldermen:

It is our pleasure to present the Comprehensive Annual Financial Report (CAFR) for the City of Nashua, New Hampshire, for the fiscal year ended June 30, 2009. Responsibility for the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with management. To the best of our knowledge and belief, the report accurately presents the City's financial position and the results of operations in all material respects in accordance with the most current generally accepted accounting principles (GAAP). All disclosures necessary to enable the reader to gain an accurate understanding of the City's financial activities have been included. This letter of transmittal is intended to complement and should be read in conjunction with Management's Discussion and Analysis (MD&A).

This CAFR presents the City's financial statements as required by the *Governmental Accounting Standards Board (GASB) Statement No. 34*, which established a new financial reporting model for state and local governments. It also complies with *GASB Statement No. 44*, which "identified the specific information required by the statistical section standards and set forth the overarching objectives of statistical section information. The statistical section provides crucial data to many different kinds of consumers of governmental financial information, ranging from municipal credit analysts to state legislators, municipal governing bodies, oversight bodies, and citizen and taxpayer organizations." (www.gasb.org/news) The CAFR covers all funds that, by law or other fiduciary obligation, the City administers. These include, but are not limited to, funds for the City of Nashua, the Nashua School District, and the component unit, Nashua Airport Authority.

History and Government

The City of Nashua encompasses an area of thirty-two square miles in Hillsborough County along the Merrimack River in Southern New Hampshire. It is approximately thirty-four miles northwest of Boston, Massachusetts, and eighteen miles south of Manchester, New Hampshire. Nashua was part of the settlement of Dunstable, Massachusetts, until the division line between Massachusetts and New Hampshire was settled in 1741. It was then known as Dunstable, New Hampshire, until its name was changed to Nashua in 1836.

Originating from England, the pioneers of Dunstable arrived in the 1600s to settle on grants of land. The livelihood of the community at that time was farming and mercantile/commercial trade. The settlement period continued into the 1700s as sawmills and gristmills were

established to harness the many streams and brooks throughout the town. The late-1700s were a significant period for the region due to construction of the 27.75 mile-long Middlesex Canal System linking the Merrimack River to Charlestown-Boston. Direct water access to Boston markets immensely increased trade opportunities.

During the 1800s, two massive cotton textile mills were established by harnessing waterpower with canal systems. Metal manufacturing, iron industries and other heavy industries were established as ancillary and support businesses to the mills. Railroads built throughout the region in the mid-1800s dramatically reduced the general expense of travel and transportation of goods, allowing Nashua's manufacturing and retail sectors, along with its population, to grow and diversify.

The *City Charter* was issued by the State of New Hampshire and signed by Governor Noah Martin on June 28, 1853. It was not until a new charter was written in 1913 that the current form of government was adopted. (The Nashua History Committee 1978. *The Nashua Experience*. Canaan, New Hampshire: Phoenix Publishing.) The Mayor and fifteen-member Board of Aldermen, as the chief executive and legislative officers of the City, are responsible for the prudent administration of the City's affairs in accordance with laws set forth in the *City Charter*.

Municipal Services

The City provides services such as police and fire protection; refuse disposal; sewer services and highway, street, and sidewalk maintenance. It maintains forty-nine athletic fields, four ice skating rinks, three outdoor swimming pool complexes, and twenty-two tennis courts. The City also preserves 965 acres of park sites including Holman Stadium, a 4,500-seat open-air stadium. The stadium is used for sports, concerts and other City sponsored events. It was also the home of the Nashua Pride, members of the Canadian-American Association of Professional Baseball (CanAm League). The Pride brought recognition to Nashua by winning the championship of the Atlantic League of Professional Baseball in 2000 and the CanAm League championship in 2007. Prior to the 2009 season, the Pride was sold to the American Defenders of New Hampshire, LLC, also a member of the CanAm League.

Nashua is fortunate to have a municipal airport, Boire Field. It is located in the northwest corner of the city on 396 acres of land that the Nashua Airport Authority leases from the City. The Authority was created by State Statute in 1961 and is "tasked with setting policy and procedures to operate the airport for the City of Nashua in conjunction with the rules and regulations of the Federal Aviation Administration (FAA) and New Hampshire Department of Transportation, Division of Aeronautics." (www.nashuaairport.com)

The City is responsible for providing education to its citizens in compliance with requirements established by the State of New Hampshire. Public education is offered for grades kindergarten through twelve, providing a comprehensive program of general education, business, and college preparatory courses. An elected nine-member School Board manages the school district's affairs with fiscal autonomy on certain matters; however, the School Board does not represent an autonomous governmental unit independent from the City of Nashua. Financial management and reporting, as well as the issuance of debt obligations, are the City's responsibility.

Financial Structure and Management

In accordance with the *City Charter and Code of Ordinances*, the Financial Services Division is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse, and to ensure that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable, but not absolute, assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

Budget Control Charter Amendment

The City's budget must adhere to the Budget Control Charter Amendment passed by voters in 1993 that limits the budget to an increase of no more than the average annual consumer price index (CPI-U) over the past three years. It allows for certain exemptions voted upon annually by the Board of Aldermen. In fiscal year 2008, the Board of Aldermen approved changing the CPI measurement from the national average to the Northeast region average. The fiscal year 2009 budget came in under the cap of 3.3% and no exemptions were made. The fiscal year 2010 budget that was passed in May 2009 also came in under the spending cap.

Minimum Undesignated Fund Balance

The City has an ordinance stating that it is the Board of Aldermen's policy to maintain a minimum undesignated general fund balance of 10% of the fiscal year appropriations. If a portion of undesignated general fund balance is used to offset property taxes in any given fiscal year, it is the policy of the Board to build it back to the 10% level within a three-year period.

Single Audit

As a recipient of federal and state funds the City is required to undergo a yearly single audit in conformance with the provisions of the *Single Audit Act Amendments of 1996* and U.S. Government Office of Management and Budget's Circular A-133, *Audits of States and Local Governments and Non-Profit Organizations*. The City is also responsible for implementing an adequate internal control structure to ensure compliance with the rules and regulations of these funds. This internal control structure is subject to ongoing and/or periodic evaluation by management and the external audit firm retained by the City for this purpose. Information related to this single audit including a Schedule of Expenditures of Federal Awards; findings and recommendations; and auditor's reports on the internal control structure and compliance with applicable laws and regulations is available in a separately issued single audit report. The single audit for the fiscal year ended June 30, 2009 is in progress and management does not anticipate that there will be any instances of material weakness in the City's internal control structure.

Enterprise Operations

The City's enterprise operations are comprised of both a Wastewater Fund and a Solid Waste Fund. Wastewater is fully self-supported by user fees. These fees were reduced by 27% in fiscal year 2003 due to a projected surplus and a renegotiated plan for the Combined Sewer Overflow (CSO) Consent Decree. CSO projects and mandated operational costs are expected to be approximately \$73 million with about \$39 million of that total spent by the end of fiscal year 2009. Certain components of the CSO projects have been eligible for a New Hampshire Department of Environmental Services (NHDES) 20% grant, however, due to state budget

reductions in fiscal year 2009, payment of that grant for certain projects included in the Wastewater budget were deferred until fiscal year 2012. The City has used unrestricted net assets to make project payments until a rate increase and approval for debt financing could be obtained. A rate study was completed and presented to the Board of Aldermen in early 2009 along with an ordinance for a rate change. The rate change was approved by the Board and will increase the revenue stream beginning with fiscal year 2010 to help recover capital costs associated with the projects. In addition, the Board of Aldermen gave approval to borrow funds for two of the projects through the NHDES State Revolving Loan Fund Program.

The Solid Waste Fund receives a transfer of approximately \$3 million from the general fund to cover a portion of the cost of residential solid waste collection and disposal. This transfer is funded by property taxes and supplements the cost of collection and disposal of residential solid waste. With a decrease in Solid Waste Fund revenues and increased costs anticipated for fiscal year 2010, the transfer is expected to increase to about \$4 million.

Debt Administration

The City has \$37.6 million of authorized unissued debt, excluding unissued balances of refunding bonds authorized and debt for enterprise activities. Approximately \$600,000 was rescinded in June of 2009 due to favorable financing terms and grants received subsequent to the bonds being authorized. There is approximately \$110 million of general obligation debt for the school district and \$28 million for the City. The school bonds are eligible for grant reimbursement payments equal to 30% of project costs, payable annually over the life of bonds issued for this purpose. In addition, there is \$31 million in debt outstanding for the City's enterprise funds.

New debt in the amount of \$7.3 million was issued for the second phase of the three phase secure lined landfill expansion project. New debt was also authorized but unissued in fiscal year 2009 for several Wastewater CSO projects as well as the Broad Street Parkway project, a roadway to be constructed between Broad Street east of the F.E. Everett Turnpike and Central Street. Broad Street Parkway will provide improved access to the millyard, opening the area for further development. Debt limitations are discussed in MD&A and in the statistical section.

Credit Rating

The City's AA+ credit rating was reaffirmed by Standard & Poor's in 2009 with the sale of bonds to finance the \$7.3 million landfill project. Standard & Poor's stated that "the ratings reflect the City's:

- Diverse local economy, which is anchored by the high-tech, defense, and retail industries;
- Strong income levels and high market value per capita;
- Strong financial position; and
- Low debt burden with limited additional debt needs."

They also stated that the stable outlook "reflects our expectation that the City's diverse tax base and lack of large capital needs will enable management to maintain a sound financial position and low debt burden."

Cash Management

General fund and enterprise fund cash is invested at several New Hampshire banking institutions and the New Hampshire Deposit Investment Pool in accordance with the directives set forth in the City's adopted investment policy. This policy is reviewed and approved by a finance committee, comprised of the Mayor and six appointed members of the Board of Aldermen. The policy has several objectives which include, but are not limited to, risk, liquidity, income, maturity and diversification. All funds are fully collateralized through a joint custody account at the Federal Reserve Bank. The City requires collateral on all investments in the form of U.S. government obligations at no less than 102% in excess of the face value of the investment unless funds are marked to market. Commercial insurance coverage for amounts in excess of FDIC limits in the form of surety bonds issued by approved insurance corporations may be considered. The average yield for general fund investments during fiscal year 2009 was 1.925%, a decrease of 50% from fiscal year 2008.

The City's trust funds must be invested pursuant to the provisions in the *State of New Hampshire's Revised Statutes Annotated Section 31:25*. The objective of the investment policy is to receive a return that is sufficient to meet the obligations of the fund while remaining within those guidelines.

Summary of Financial Position and Operations-General Fund

The general fund cash balance at the end of fiscal year 2009 increased over 11% from fiscal year 2008 with cash flows remaining solid. The most significant sources of city revenue continue to be property taxes, followed by the State Enhanced Education Grant and motor vehicle revenue. Property tax collections remain strong overall, however other city revenues have suffered due to the recession. Tax collections stated as a percent of the current levy were 98.6%, the same ratio as last year. The City continues to negotiate payment plans for taxpayers unable to meet their property tax obligations, believing that, particularly in more challenging economic times, this strategy will benefit both the City and taxpayers. A ten-year comparison of property tax collection rates is available in the statistical section.

The State Enhanced Education Grant increased by \$7.4 million, more than 30%, in fiscal year 2008 from the prior year to \$31.3 million and remained the same for fiscal year 2009. Although this grant has increased over the past few years, it still remains the city's most challenging revenue concern due to its significant impact on the City budget and the considerable tax rate relief it can provide.

Motor vehicle revenue in fiscal year 2009 experienced a decrease of approximately \$700,000 from fiscal year 2008, continuing a downward trend that began in early 2008 as a result of the recession. Revenue from registrations is dependent on auto sales, both in terms of quantity and price. Increases in overall sales or higher priced cars sold any given year will generate an increase in registrations for the City. On the other hand, economic conditions that affect the auto industry will have an adverse impact on motor vehicle revenue.

In 2005 the City of Nashua challenged the state formula for distributing education funding to schools from the statewide education tax. (NH Laws 2005, Chapter 257.) The Superior Court found in favor of Nashua in March 2006 and the State of New Hampshire appealed to the New

Hampshire Supreme Court, which consolidated the case with similar claims filed by a coalition of 21 school districts. The Supreme Court stayed all cases pending legislative action and also remanded the Nashua case to the Superior Court for factual findings regarding damages. In 2007 and 2008 the legislature adopted a number of laws addressing the concerns raised before the Supreme Court. (*See*, NH Laws 2007, Chapter 262; NH Laws 2007, Chapter 263:35; NH Laws 2008, Chapter 173; and NH Laws 2008, Chapter 173.) The remanded Nashua case was settled by agreement of the parties on August 14, 2008 for a payment of \$125,000.

The City's general fund balance position at the end of fiscal year 2009 was \$38.4 million, a .2% increase over last year's \$38.3 million; approximately \$4.7 million was designated for tax stability purposes compared with \$2.9 million last year. See MD&A for further discussion.

Local Economy

The City of Nashua, ranked among the top twenty best affordable suburbs in the Northeast by Business Week magazine last year, continues to grow, reinvent and reinvigorate itself in response to changing economic trends and challenges. It remains a regional retail hub as well as an emerging force in the area for healthcare services. Software development, electronics, telecommunications, robotics and medical devices have become key industries in recent years.

The City adopted its most recent City-wide Master Plan in 2001 and has a Downtown Master Plan, East Hollis Street Master Plan, Economic Development Strategic Plan and a Consolidated Plan. These and other plans form the basis for public and private development decisions, budgetary decisions and future investment.

There is little land available in the City for new development; therefore, redevelopment and rehabilitation of existing sites has become more prevalent and kept the City on the forefront of economic, technological and social change. The City is undertaking ambitious redevelopment strategies for long-dormant brownfields sites near the center of the city. Redevelopment of the Millyard, the Front and Franklin Street Mill District and the Bridge Street Waterfront Redevelopment Project all represent significant opportunities to reinvigorate downtown Nashua with people-intensive uses. A key redevelopment site includes the Nashua Technology Park, a 400-acre development that will provide critical expansion capacity for Nashua's high tech cluster. Other projects include housing developments for families and individuals of all types, sizes and income levels throughout the City. Some of these sites target home-ownership opportunities for working families, affordable rental housing for working families, housing and condominiums for active adults aged fifty-five and over and affordable elderly housing. The first new market-rate housing in downtown in decades was completed in fiscal year 2007.

The City actively pursues all available funding opportunities and has been quite successful with federal funding, EPA Brownfields Assessment Funds, Community Development Block Grants, private donations and bonding.

Transportation is essential to the viability of a community and the quality of life of its citizens. The City makes significant investments and plays an active supporting role in infrastructure improvements, extensions, expansions and transit. The City has recently begun preliminary

work for the construction of the Broad Street Parkway, a 1.8 mile road which will help to improve access from the highway to Downtown Nashua and the Millyard.

The transit system is a proven success for 25 years and continues to expand its service routes. An extension of the MBTA commuter line from the Lowell/Boston area to Nashua, possibly further north, remains under consideration at Federal, State, and local levels. Commuter bus service between Nashua and Boston began in February 2007 and has developed a steady local ridership base, exceeding projections.

All of the aforementioned factors have contributed to a solid, strong, and diverse fiscal and economic atmosphere for the City and its citizens.

Proposed Acquisition of Water System

At a special election held on January 14, 2003, the voters authorized the City to acquire the privately owned water systems serving the City and other municipalities. The water system serving the City and certain other municipalities is currently owned by Pennichuck Water Works, Inc., a subsidiary of the Pennichuck Corporation ("Pennichuck"). Two other subsidiaries of Pennichuck own the water systems serving other New Hampshire municipalities.

Initial negotiations between the City and Pennichuck for the purchase of the water systems by the City ended in January 2004 without reaching an agreement and the City decided to pursue an eminent domain taking of the water systems. Any eminent domain taking of the water systems must be determined to be in the public interest by the state Public Utilities Commission (the "PUC"), and the PUC is the entity charged with determining the value the City would have to pay to carry out the taking of the water systems. The PUC has ruled that the statute allows the City to take the water systems owned by Pennichuck Water Works, Inc. if the PUC ultimately determines it to be in the public interest. The PUC has also ruled that the statute does not allow the City to take water systems owned by other subsidiaries of Pennichuck.

Pennichuck filed a lawsuit on February 4, 2004 challenging the City's legal authority to take the water systems by eminent domain. This lawsuit was dismissed by the Hillsborough County Superior Court, and the New Hampshire Supreme Court has upheld the dismissal. In addition, Pennichuck filed a suit for monetary damages it claims to have incurred as a result of the City's actions to acquire the water systems, alleging over five million dollars in damages. This suit was dismissed in part by the United States District Court for the District of New Hampshire, and the balance of the claims were dismissed by the Hillsborough County Superior Court as premature because of the ongoing proceedings before the Public Utilities Commission.

PUC hearings were scheduled in early January 2007 and, following two days of trial, the parties agreed to a 6 month stay in order to explore settlement and the possible acquisition of the entire company by the City. The negotiations were not successful and the PUC rescheduled the trial, which was conducted in September of 2007. The final decision was issued on July 25, 2008. The PUC determined that the taking of the plant and property of Pennichuck Water Works, Inc. was in the public interest, setting a value of \$203 million. It also ruled that the City must establish a mitigation fund of \$40 million for the benefit of the customers of Pennichuck East Utilities, Inc. and Pittsfield Aqueduct Company, both currently serving other municipalities.

Any taking of the water systems by the City would ultimately need approval by a two-thirds vote of the Board of Aldermen.

Pennichuck Water Works, Inc. filed a motion for reconsideration and rehearing on August 22, 2008 objecting to the decision on the basis that it did not meet the legal standard required for such a taking and also that the facts presented in the case failed to support the taking as well as the valuation and failed to consider or misunderstood Pennichuck's evidence.

The City filed a motion for rehearing and clarification on August 25, 2008. The City requested a rehearing on the valuation of Pennichuck Water Works, Inc., believing that the value set by the PUC was too high and based on inaccurate data and assumptions. The City also sought clarification of the mitigation fund, including its requirements, the date it must be established, the potential for recovery of the fund should circumstances prove that harm to the ratepayers is eliminated or less than estimated, and whether the fund should be treated as a condition of public interest or as severance.

Both parties motions for reconsideration were denied by the PUC in March of 2009 and both the City and Pennichuck filed notices of appeal to the New Hampshire Supreme Court in April of 2009. The Supreme Court scheduled oral arguments for January 21, 2010.

Under state law, the City must finance any taking of the water systems by issuing special obligation revenue bonds secured by and payable from revenues of the water systems. Although no final decisions regarding the manner in which it would govern the water systems have been made, the City intends to operate the system through an operations and maintenance contract and a management oversight contract. The City's expectation is that it would establish and operate the system in a manner, and set rates at a level, sufficient to result in the water systems being a self-supporting enterprise that is financially independent from the other operations and funds of the City.

Awards

The City of Nashua has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for its CAFR for the last four fiscal years. In order to receive this prestigious award the report must be easily readable and efficiently organized, the contents must conform to program standards, and it must satisfy both generally accepted accounting principles and applicable legal requirements. The award is presented to government units and public employee retirement systems whose CAFRs achieve the highest standards in government accounting and financial reporting.

The Certificate of Achievement is valid for a period of one year only. We believe that this CAFR conforms to the standards required for the certificate and will be submitting it to the GFOA for review.

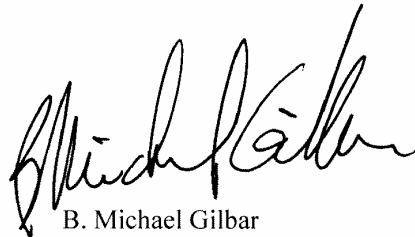
Acknowledgements

The preparation and publication of this CAFR would not have been possible without the unsurpassed dedication and hard work of the entire staff of the Financial Services Division. The team effort was second to none. It also required contributions and cooperation from many departments throughout the City and we are truly grateful for their efforts. We would also like to thank the Board of Aldermen for their continued support of the highest standards of professionalism in the management of the City's finances.

Respectfully submitted,



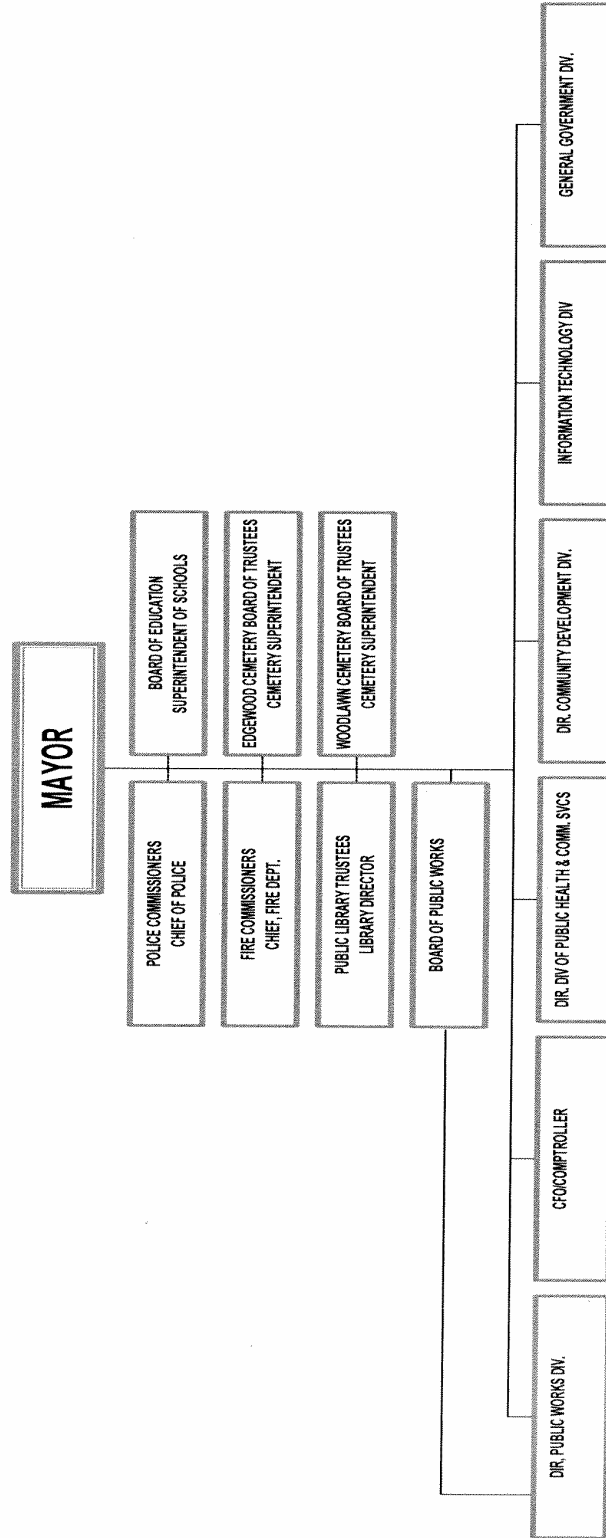
Donnalee Lozeau
Mayor



B. Michael Gilbar
Chief Financial Officer

CITY OF NASHUA

ADMINISTRATIVE/EXECUTIVE STRUCTURE



**CITY OF NASHUA, NEW HAMPSHIRE
LIST OF PRINCIPAL OFFICIALS
FISCAL YEAR 2009**

MAYOR

Donnalee Lozeau

ALDERMEN AT LARGE

Steven A. Bolton, President
Brian McCarthy, Vice President
Fred S. Teeboom
David W. Deane
Benjamin M. Clemons
Lori Wilshire

WARD ALDERMEN

Mark S. Cookson Ward 1
Richard LaRose Ward 2
Michael A. Tampusi Ward 3
Marc W. Plamondon Ward 4
Michael J. Tabacsko Ward 5
Paul M. Chasse, Jr. Ward 6
Richard P. Flynn Ward 7
David MacLaughlin Ward 8
Jeffrey T. Cox Ward 9

**CITY OF NASHUA, NEW HAMPSHIRE
DIVISION AND DEPARTMENT HEADS
FISCAL YEAR 2009**

LEGAL

Corporation Counsel	James McNamee, Esquire
Deputy Corporation Counsel	Stephen Bennett, Esquire

BOARD OF ALDERMEN

Aldermanic Legislative Manager	Susan Lovering
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CITISTAT

CitiStat Director	Dean Giftos
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OFFICE OF THE CITY CLERK

City Clerk	Paul R. Bergeron
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HUMAN RESOURCES

Human Resources Director	Daniel Guerrette
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OFFICE OF ECONOMIC DEVELOPMENT

Economic Development Director	Thomas Galligani, Jr.
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INFORMATION TECHNOLOGY

Information Technology Director	John Barker
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FINANCIAL SERVICES DIVISION

Chief Finance Officer/Comptroller	Michael Gilbar
Treasurer/Tax Collector	David G. Fredette
Deputy Treasurer/Deputy Tax Collector	Ruth Raswyck
Accounting/ Compliance Manager	Rosemarie Evans
Compensation Manager	Doreen Beaulieu
Purchasing Manager	Robert Gabriel
Risk Manager	Jennifer Deshaies
Chief Assessor/GIS Manager	Angelo Marino

POLICE DEPARTMENT

Chief	Donald Conley
Deputy Chief	John Seusing
Deputy Chief	Peter Theriault

FIRE DEPARTMENT

Chief
Assistant Fire Chief

Brian Morrissey
Keith Anderson

DIVISION OF PUBLIC HEALTH
AND COMMUNITY SERVICES

Director
Deputy Director/Epidemiologist
Manager, Community Health
Manager, Environmental Health
Welfare Officer

Kerran Vigroux
Ashley Conley
Bobbie Bagley
Heidi Peek
Robert Mack

PUBLIC WORKS DIVISION

Director
City Engineer
Superintendent, Parks/Recreation
Superintendent, Streets
Superintendent, Traffic
Superintendent, Solid Waste
Superintendent, Wastewater Treatment

David Fredette (interim)
Stephen Dookran
Nicholas Caggiano
Scott Pollock
Wayne R. Husband
Lisa Fauteux
Mario Leclerc

COMMUNITY DEVELOPMENT DIVISION

Director
Manager, Planning Department
Manager, Urban Programs
Building Department Manager
Code Enforcement Department Manager

Katherine Hersh
Roger Houston
Scott Slattery
Michael Findley
Nelson Ortega

PUBLIC LIBRARIES

Director
Assistant Director, Library

Joseph Dionne
Susan Deschenes

SCHOOL DEPARTMENT

Superintendent
Chief Operating Officer

Christopher Hottel
James Mealey

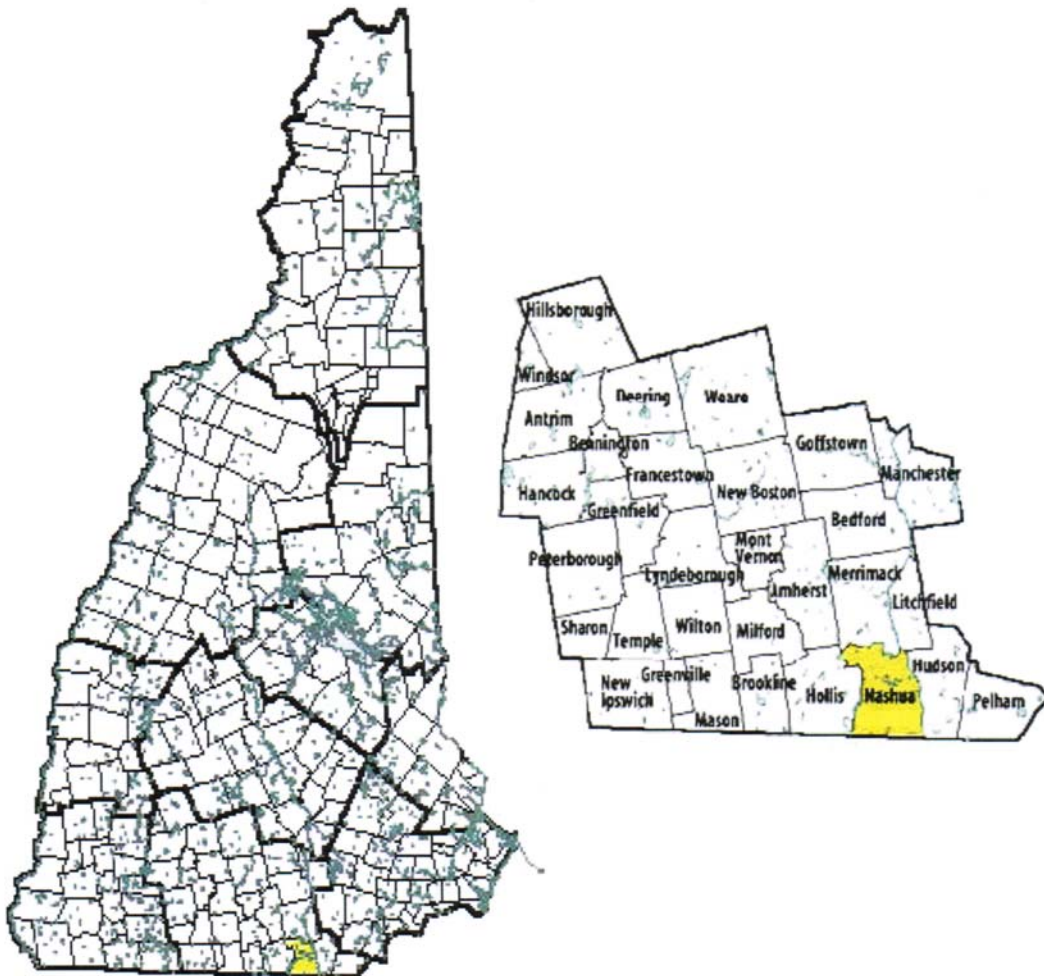
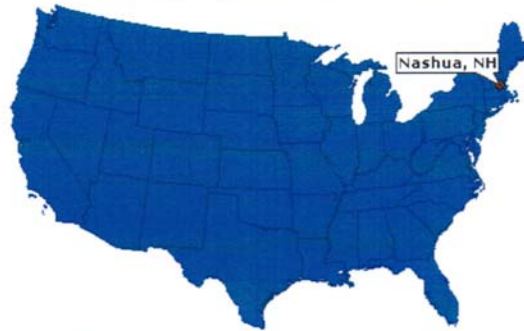
CEMETERIES

Superintendent - Edgewood and Suburban
Superintendent - Woodlawn

Jeffrey Snow
David Campbell

CITY OF NASHUA, NH

Geographic Location



Certificate of Achievement for Excellence in Financial Reporting

Presented to

City of Nashua
New Hampshire

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended
June 30, 2008

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



A stylized, handwritten signature in black ink.

President

A stylized, handwritten signature in black ink.

Executive Director

150 Years Ago...

From the Sixth Annual Report of the Finance Committee of the City of Nashua (1858 – 1859)

REPORT

OF THE

COMMITTEE ON FINANCE.

In compliance with the provisions of an Ordinance of the City of Nashua, entitled "An Ordinance establishing a system of accountability in the expenditures of the City," &c. the undersigned, the joint Committee on Finance, herewith submit their annual report for the financial year ending February 1st, 1859.

The whole amount of payments into the treasury during the year, as per account of the City Treasurer, has been \$84,757.57, derived from the following sources:

From E. P. Emerson, collector of 1857, note given for uncollected taxes of that year,	4503 77
" E. P. Emerson, collector of 1858, amount collected on list of this year, to date, as follows:	
Whole amount of taxes assessed April, 1858,	39,699 96
Less, taxes uncollected, reported as polls with real estate,	4702 41
Polls with personal property,	412 14
Polls without property, including good, doubtful, and poor,	1121 04
	<u>\$6,235 59</u>
Balance,	\$33,464 37
" premium received on city stock,	1360 00
" literary fund, of 1857,	560 84
Amount carried forward,	<u>\$39,888 98</u>
Amount brought forward,	\$39,888 98
From railroad tax of 1857,	1385 06
" railroad tax of 1858,	1477 11
" County of Hillsboro', support of paupers,	1362 36
" towns and individuals, do.,	327 58
" use of team and loam sold,	331 13
" rents of City Hall, and licenses,	482 46
" police department,	226 10
" Walter Harriman, for literary fund due town of Nashville in 1853,	140 00
" County of Hillsboro' cash paid for holding coroner's inquests in 1856 and 1857,	136 79
Amount of current receipts,	<u>\$45,757 57</u>
There has also been paid into the treasury from temporary loans, authorized by City Council,	2000 00
Permanent do.,	2000 00
City stock issued July 1, 1858, as per city ordinance passed in 1858,	35,000 00
	<u>\$39,000 00</u>
Total as above,	<u>\$84,757 57</u>

The expenditures for the year, including payments of old city notes and temporary loans, have been as follows:

For highways and bridges,	3064 49
" fire department,	7544 67
" police do.,	809 54
" city watch,	912 50
" lighting streets,	676 15
" county paupers,	1182 38
" paupers not at almshouse,	2075 22
" miscellaneous expenses,	1325 46
" salaries of city officers,	2344 71
" ward expenses,	202 99
" City Hall expenses,	573 75
" City Farm and House of Correction,	1212 63
" interest on city debt,	3922 30
" school money and Teachers' Institute,	8381 21
" school district taxes,	2720 00
" printing and stationery,	289 06
" cemeteries and burying grounds,	26 07
" state and county taxes,	8150 80
" abatements and discounts on taxes,	1224 63
" collector's commissions,	552 44

Amount of current expenditures, \$47,191 00

There has also been paid on city notes redeemed,	35,100 00
Temporary loans,	1000 00
Total payments,	<u>\$83,291 00</u>

Balance in the treasury this day, \$1466 57

The details of the expenditures of the several departments may be found under the following head of "Appropriations and Expenditures."

Agreeably to the provisions of the Ordinance passed by the City Council of 1857-8, Funding the City Debt, &c., on the first day of July last, Certificates of City Stock to the amount of \$35,000.00 were issued, which were disposed of at an advance premium of nearly four per cent.

A statement showing the present condition of the permanent and temporary debt of the city, and a schedule of the city property are hereto annexed.

ALBIN BEARD,	} Committee on Finance of the City of Nashua.
JOHN H. GAGE,	
E. A. SLADER,	
CHAS. C. GOVE,	
CALEB BURBANK,	

Nashua, N. H., February 28, 1859.

MH&Co

Melanson Heath & Company, PC

Certified Public Accountants
Management Advisors

102 Perimeter Road
Nashua, NH 03063-1301
Tel (603) 882-1111 Fax (603) 882-9456
www.melansonheath.com

INDEPENDENT AUDITORS' REPORT

To the Mayor and Board of Aldermen
City of Nashua, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, New Hampshire, as of and for the year ended June 30, 2009, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Nashua's management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the Nashua Airport Authority Component Unit as of June 30, 2009 and for the year then ended. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the component unit, is based solely on the report of the other auditors.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, based on our audit and the report of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Nashua, as of June 30, 2009, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis on the following pages and the Schedule of Funding Progress on page 83 is not a required part of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on them.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Nashua, New Hampshire's basic financial statements. The introductory section, supplementary statements and schedules, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements. The supplementary statements and schedules have been subjected to the auditing procedures applied by us in the audit of the basic financial statements and, in our opinion, based on our audit, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical section have not been subjected to the auditing procedures applied by us in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued a report dated December 14, 2009 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 14, 2009

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the City of Nashua, we offer readers of the city of Nashua's financial statements this narrative overview and analysis of the financial activities of the City of Nashua for the fiscal year ended June 30, 2009. **All amounts, unless otherwise indicated, are expressed in thousands of dollars.**

A. FINANCIAL HIGHLIGHTS

- The assets of the City of Nashua exceeded its liabilities at the close of the most recent fiscal year by \$259,413 (net assets). Of this amount, \$27,537 (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors. (See Section C - Government-wide Financial Analysis for further explanation).
- The government's total net assets decreased by \$7,296. This change is comprised of decreases of \$6,322 and \$974 in Governmental and Business-Type Activities, respectively.
- Unrestricted net assets of the Wastewater Fund decreased by \$7,249. (See Business Activities in Section C - Government-wide Analysis for further explanation).
- As of the close of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$77,566, a decrease of \$7,943 over the prior year. Approximately 73% or \$56,763 constitutes unreserved fund balance which is available for spending at the City's discretion. (This decrease is discussed in Section D - Financial Analysis of the Government's Funds).
- Unreserved, undesignated fund balance for the General Fund was \$26,900, a decrease of \$1,840 over the prior year.
- The City issued \$7,265 of new general obligation debt.

B. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an explanation of the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to the financial statements. This report also contains supplementary information in addition to the basic financial statements.

Government-wide financial statements. The government-wide financial statements are designed to provide readers with a broad overview of the City of Nashua's finances in a manner similar to a private-sector business.

The statement of net assets presents information on all the City of Nashua's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the City is improving or deteriorating.

The statement of activities presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both government-wide financial statements distinguish functions of the City of Nashua that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities of the City of Nashua include general government, public safety, public works, education, health and human services, culture and recreation and community development. The business-type activities of the City of Nashua include Wastewater and Solid Waste activities.

The government-wide financial statements include not only the City of Nashua itself (known as the primary government), but also legally separate entities for which the primary government is financially accountable (known as component units). The Nashua Airport Authority is reported as a discretely presented governmental component unit. Financial information for the Nashua Airport Authority is reported separately from the financial information presented for the primary government.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City of Nashua, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the City of Nashua can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The City of Nashua maintains 26 individual governmental fund types. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures and changes in fund balances for the general fund and School Capital Reserve fund. Data from all the other governmental funds are combined into a single aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

The City of Nashua adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

Proprietary funds

The City of Nashua maintains two different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City of Nashua uses enterprise funds to account for its Wastewater and Solid Waste operations. Internal service funds are an accounting device used to accumulate and allocate costs internally among the City of Nashua's various functions. The City of Nashua uses an internal service fund to account for its self-insured programs. Because this service predominantly benefits governmental rather than business-type functions, it has been included within governmental activities in the government-wide financial statements.

Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the Wastewater and Solid Waste operations, both of which are considered to be major funds of the City of Nashua.

Fiduciary funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the government (i.e. Public Works Pension Funds, Scholarship Funds, etc.). Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Other information. In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information concerning the City of Nashua's progress in funding its obligation to provide pension benefits to its employees.

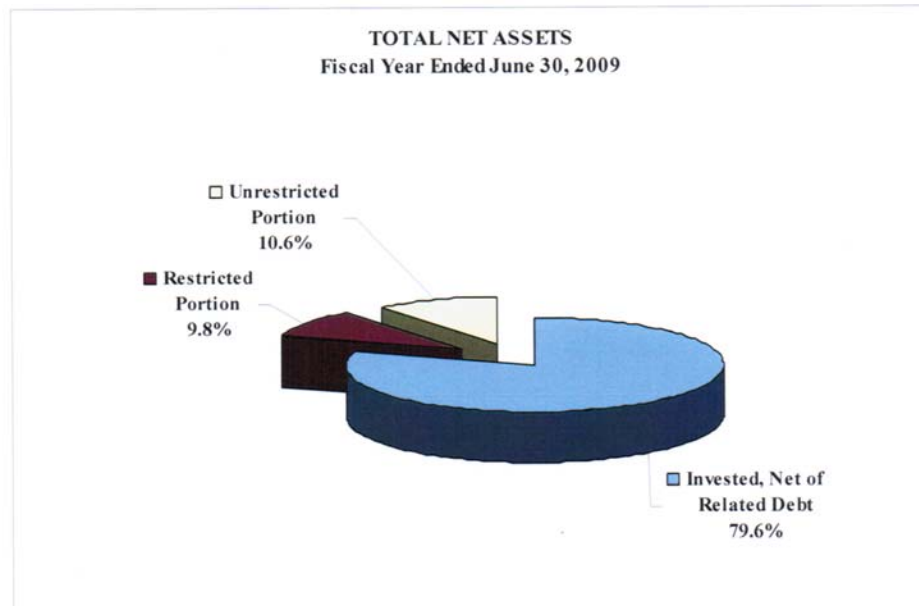
C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal year. All amounts are presented in thousands.

NET ASSETS AT JUNE 30, 2008 AND 2009

	<u>Governmental</u>		<u>Business-Type</u>		<u>Total</u>	
	<u>Activities</u>		<u>Activities</u>			
	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>
Current and other assets	\$ 215,011	\$ 205,287	\$ 8,803	\$ 183	223,814	\$ 205,470
Other assets	231,726	227,943	125,903	137,033	357,629	364,976
Total assets	446,737	433,230	134,706	137,216	\$ 581,443	570,446
Long-term liabilities outstanding	174,413	164,293	31,306	36,760	205,719	201,053
Other Liabilities	104,599	107,534	4,416	2,446	109,015	109,980
Total liabilities	279,012	271,827	35,722	39,206	314,734	311,033
Net assets:						
Invested in capital assets, net	82,615	91,044	109,670	115,533	192,285	206,577
Restricted	29,126	21,686	2,913	3,613	32,039	25,299
Unrestricted	55,984	48,673	(13,599)	(21,136)	42,385	27,537
Total net assets	\$ 167,725	\$ 161,403	\$ 98,984	\$ 98,010	\$ 266,709	\$ 259,413

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. In the case of the City of Nashua, assets exceeded liabilities by \$259,413 at the close of the most recent fiscal year.



As depicted in the chart above, the largest portion of the City of Nashua's net assets (\$206,577, or 79.6%) reflects its investment in capital assets (e.g., land, buildings, machinery and equipment), less any related outstanding debt used to acquire those assets. The City of Nashua uses its capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the City's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the City of Nashua's net assets (\$25,299, or 10.6%) represents resources that are subject to external restrictions on how they may be used (i.e. grants, contributions, etc.). The remaining balance of unrestricted net assets (\$27,537 or 9.89%) may be used to meet the government's ongoing obligations to citizens and creditors.

At the end of the current fiscal year, the City of Nashua is able to report a positive net asset total for the government as a whole, as well as for its separate governmental and Wastewater activities. The same situation held true for the prior fiscal year.

The restricted net assets of \$3,613 reported within the City of Nashua's business-type activities primarily represent the regulatory funds set-aside for the closure of the Phase I Lined Landfill.

City of Nashua

The following table indicates the changes in net assets for governmental and business-type activities:

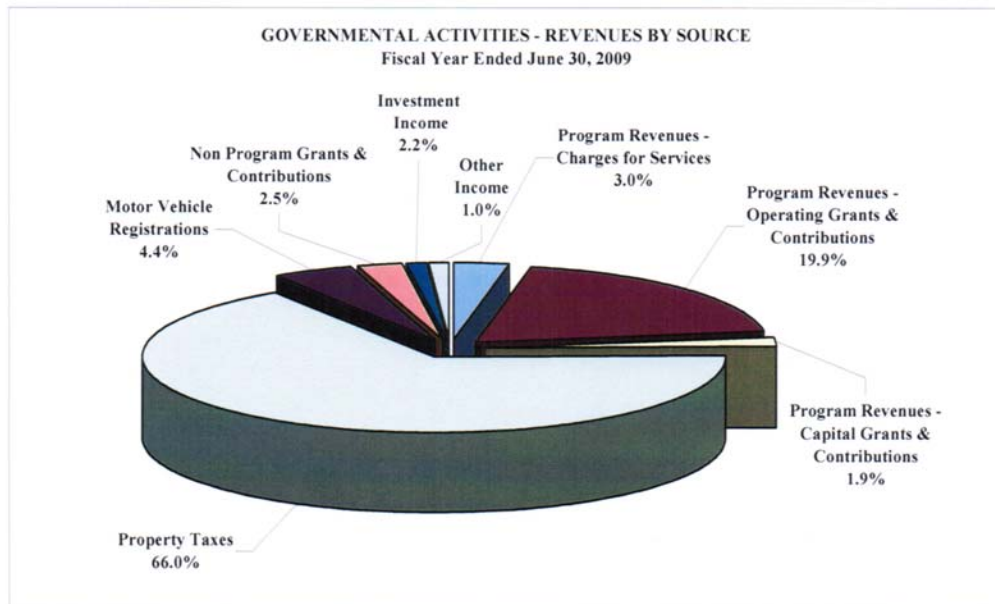
CHANGES IN NET ASSETS

	Governmental		Business-Type		Total	
	Activities		Activities			
	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>
Revenues:						
Program revenues:						
Charges for services	\$ 10,080	\$ 7,274	\$ 11,872	\$ 11,034	\$ 21,952	\$ 18,308
Operating grants and contributions	52,854	48,769	-	-	52,854	48,769
Capital grants and contributions	6,068	4,775	2,263	814	8,331	5,589
General revenues:						
Property taxes	158,896	161,980	-	-	158,896	161,980
Motor vehicle	11,528	10,837	-	-	11,528	10,837
Grants and contributions not restricted to specific programs	6,298	6,238	1,060	827	7,358	7,065
Other	<u>8,146</u>	<u>5,587</u>	<u>392</u>	<u>8</u>	<u>8,538</u>	<u>5,595</u>
Total revenues	<u>253,870</u>	<u>245,460</u>	<u>15,587</u>	<u>12,683</u>	<u>269,457</u>	<u>258,143</u>
Expenses:						
General government	24,124	20,301	-	-	24,124	20,301
Police	24,714	26,258	-	-	24,714	26,258
Fire	17,966	21,094	-	-	17,966	21,094
Water fire protection services	2,205	2,235	-	-	2,205	2,235
Education	132,479	141,000	-	-	132,479	141,000
Public works	11,408	11,542	-	-	11,408	11,542
Health and human services	4,218	4,340	-	-	4,218	4,340
Culture and recreation	6,973	7,919	-	-	6,973	7,919
Community development	6,799	7,288	-	-	6,799	7,288
Communications	1,038	1,127	-	-	1,038	1,127
Interest and costs	6,652	6,097	-	-	6,652	6,097
Wastewater services	-	-	9,564	10,397	9,564	10,397
Solid waste services	<u>-</u>	<u>-</u>	<u>6,384</u>	<u>5,950</u>	<u>6,384</u>	<u>5,950</u>
Total expenses	<u>238,576</u>	<u>249,201</u>	<u>15,948</u>	<u>16,347</u>	<u>254,524</u>	<u>265,548</u>
Increase in net assets before transfers and permanent fund contributions	15,294	(3,741)	(361)	(3,664)	14,933	(7,405)
Transfers	(2,698)	(2,690)	2,698	2,690	-	-
Permanent fund contributions	<u>23</u>	<u>109</u>	<u>-</u>	<u>-</u>	<u>23</u>	<u>109</u>
Increase in net assets	12,619	(6,322)	2,337	(974)	14,956	(7,296)
Net assets - beginning of year	<u>155,106</u>	<u>167,725</u>	<u>96,647</u>	<u>98,984</u>	<u>251,753</u>	<u>266,709</u>
Net assets - end of year	<u>\$ 167,725</u>	<u>\$ 161,403</u>	<u>\$ 98,984</u>	<u>\$ 98,010</u>	<u>\$ 266,709</u>	<u>\$ 259,413</u>

Governmental activities. Governmental activities for the year resulted in a decrease in net assets of \$6,322. Key elements of this change are as follows:

General fund expenditures exceeding revenues	\$ (3,393)
General fund transfer to solid waste	(2,690)
Internal service fund revenues exceeding expenditures	4,340
Permanent funds loss in market value	(2,637)
Expendable trust funds loss in market value	(186)
Increase in the OPEB liability	(2,807)
Principal debt service payments exceeding depreciation	1,048
Other	3
Total	<u>\$ (6,322)</u>

Revenues for the City's governmental activities decreased by 3.3% (\$8,411) over last year, because of an \$8,184 decrease in program revenues and a \$227 decrease in general revenues. The decrease in program revenues was largely due to the loss in the market values of investments in the cemetery permanent funds and reductions in intergovernmental grant funding. The decrease in general revenues was primarily driven by declining motor vehicle registrations (\$691) and lower interest earnings (\$2,560), offset by a \$3,084 increase in property taxes. The chart below identifies revenues by source for governmental activities:



The cost of all governmental activities this year was \$249,201. This reflects a \$10.6 million, or 4.5% increase over the fiscal year 2008 total of \$238,576. However, as shown in the Statement of Activities on pages 34-35 the amount that our taxpayers ultimately financed for these activities through City taxes was only \$161,980 because some of the cost was paid by those who directly benefited from the programs through charges for services (\$7,274) or by other governments and organizations that subsidized certain programs with capital and operating grants and contributions (\$53,544). The City supports the remaining portion of the governmental activities with other

general revenues such as motor vehicle registrations, investment income, unrestricted grants and contributions, and other miscellaneous revenues.

The table below presents the cost of each of the City's programs as well as each program's net cost (total cost less revenues generated by the activities). The net cost shows the financial burden that was placed on the City's taxpayers by each of these functions.

Governmental Activities
(In Millions)

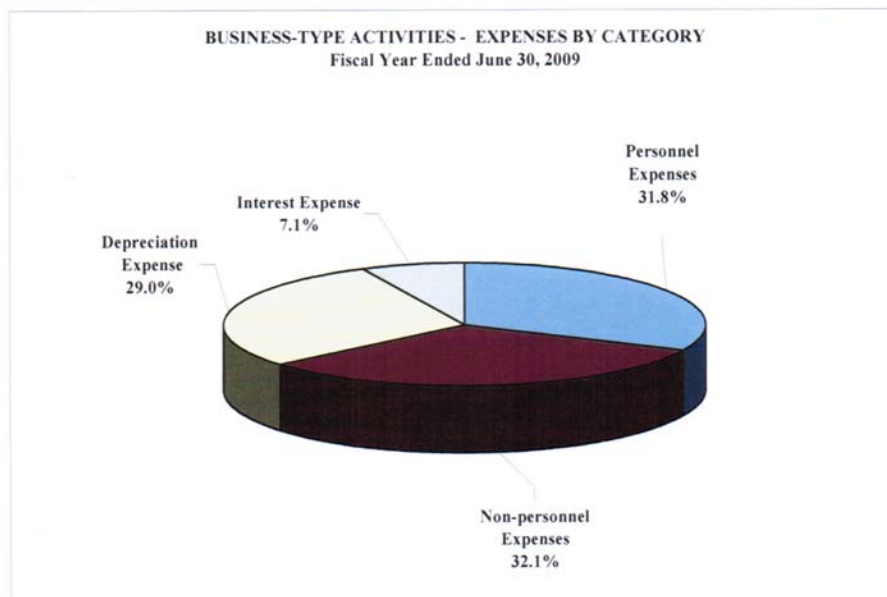
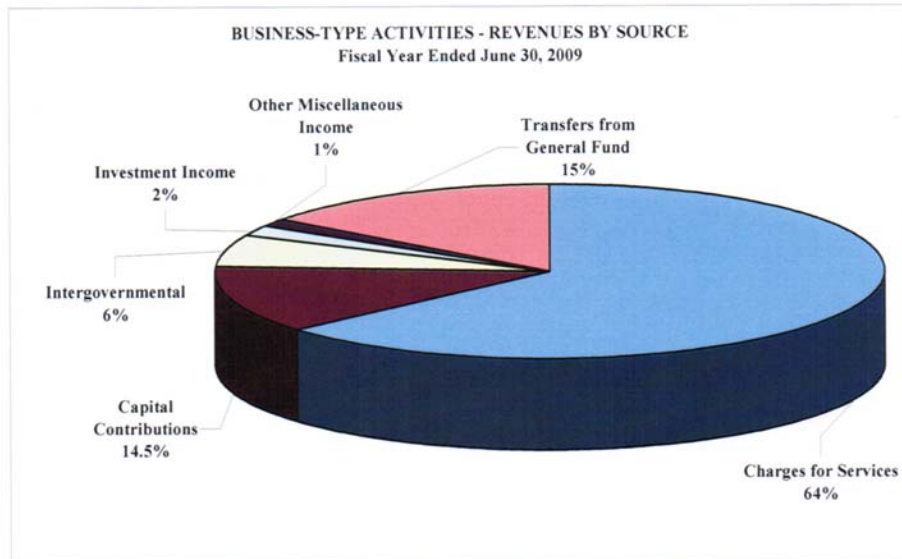
	Total Cost of Services		Net Cost of Services	
	2008	2009	2008	2009
General Government	\$ 24,130	\$ 20,306	\$ 23,356	\$ 20,259
Police	24,965	26,490	22,947	24,684
Fire	18,211	21,323	17,975	20,459
Water Fire Protection Services	2,205	2,235	2,205	2,235
Education	137,779	145,855	82,799	95,012
Public Works	11,557	11,669	8,213	8,528
Health and Human Services	4,218	4,340	2,719	3,864
Culture and Recreation	7,180	8,113	5,959	7,857
Community Development	7,066	7,535	2,136	4,148
Communications	1,265	1,335	1,265	1,335
	<u>\$ 238,576</u>	<u>\$ 249,201</u>	<u>\$ 169,574</u>	<u>\$ 188,381</u>

Business-type activities. Business-type activities overall decreased the City of Nashua's net assets by \$974 or 1.0%. Key elements of this change are as follows:

- The Wastewater Fund decreased total net assets by \$746. Overall, revenues were insufficient to cover the operating and non-operating costs of the system. Another contributing factor was a reduction in capital grants and contributions of \$1.4 million or 64%, compared to a \$1,982 increase in the previous year. The decrease in capital grants and contributions was the result of an EPA grant received in FY 2008 towards the construction of the wet weather facility, with the project completed in FY 2009. A rate study was completed in March of 2009 and the Board of Aldermen adopted increased user fees effective July 1, 2009. The rate increase is expected to eliminate future operating deficits and ensure the long term-viability of the wastewater system. Additionally, the Wastewater Fund unrestricted net assets decreased from the previous fiscal year by \$7,249. This decrease is due to the investment of approximately \$10 million dollars in EPA mandated major sewer projects. In fiscal year 2010, The City plans to borrow approximately \$14 million dollars in state revolving loan funds in order to restore the unrestricted net assets to a positive position.
- The Solid Waste Disposal Fund decreased total net assets by \$228 compared to a \$354 increase in the previous year. Solid waste activities continue to operate at a deficit with the City continuing to supplement the Solid Waste operations through property taxation for the residential costs of collection and disposal. There is currently no separate fee charged to the City's residential population.
- The Solid Waste Disposal Fund negative net assets of \$ 8,349 is primarily due to the fund's high percentage of non-capital (landfill closure costs) related debt, as well as the

GAAP (generally accepted accounting principals) requirement to record closure and post closure care liability (the amount the City would be required to spend should the landfill cease operations).

The following charts depict revenues and expenses for business type activities:



D. FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

As noted earlier, the City of Nashua uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of the City of Nashua's governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the City of Nashua's governmental funds reported combined ending fund balances of \$77,566, a decrease of \$7,943 or 9.3% over the prior year and can be summarized as follows:

General Fund operating results	\$ 79
School Capital Reserve Fund deficiency of revenues over transfers out	(3,198)
Other Governmental Funds deficiency of revenues over expenditures and transfers out	(4,824)
	<u>\$ (7,943)</u>

Approximately 73.2% (\$56,763) of the total combined ending fund balances constitutes unreserved fund balance as follows:

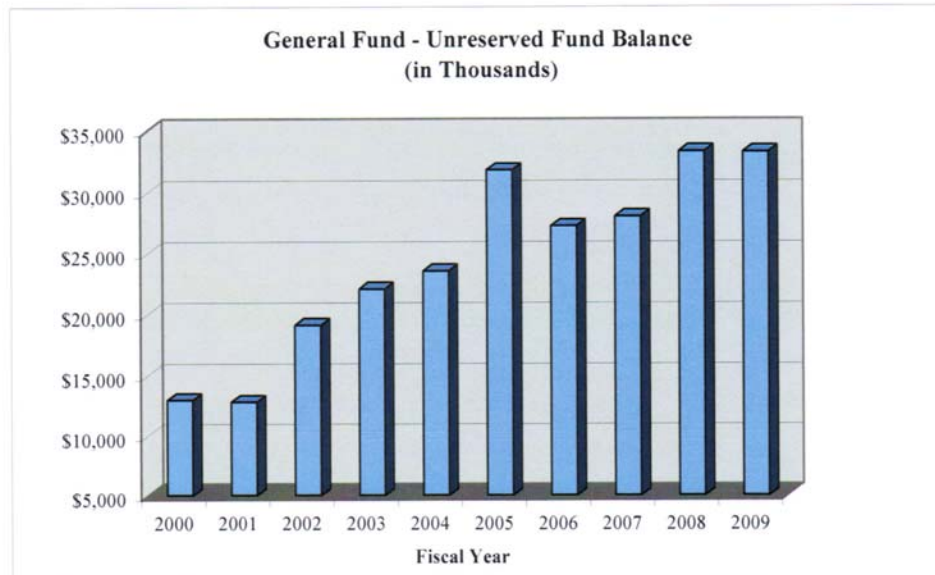
General Fund, unreserved/undesignated	\$ 26,900
General Fund, unreserved/designated for FY2010 tax rate	4,700
General Fund, unreserved/designated for Abatement Contingency	1,500
General Fund, unreserved/designated for Interest Rebate	150
Special Revenue Funds, unreserved/undesignated	15,431
School Capital Reserve Fund, unreserved/undesignated	4,563
Capital Project Funds, unreserved/undesignated	2,558
Permanent Funds, unreserved, undesignated	961
Total:	<u>\$ 56,763</u>

The remainder of fund balance (\$20,803) is reserved to indicate that it is not available for new spending because it has already been committed to:

Encumbrances and continuing appropriations	\$ 8,671
Perpetual Permanent Funds	11,947
Other restricted purposes	185
Total:	<u>\$ 20,803</u>

The general fund is the chief operating fund of the City. At the end of the current fiscal year, unreserved/undesignated fund balance of the general fund was \$26,900 compared to \$28,740 last year, while total general fund balance was \$38,413 compared to \$38,334 last year. As a measure of the general fund's change in financial position, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures over time. Unreserved fund balance (inclusive of designated amounts), represents 14.5% of total general fund expenditures

compared to 15.4% last year, while total fund balance (inclusive of reserved amounts), represents 16.7% of that same amount compared to 17.7% last year.



The fund balance of the City of Nashua's general fund increased by \$79 during the fiscal year because of the following:

Total revenues were \$226,040, a modest increase of 1.3% over the prior fiscal year, while expenses were \$229,433, an increase of 5.9% over the prior fiscal year, consequently resulting in an operating deficit of \$3.4 million. An interfund transfer in from the School Capital Reserve Fund of \$3.2 million and transfers in from the retirement reserve funds of approximately \$1.4 million essentially negated the operating deficit. Education expenditures increased 10.1% creating an operating deficit. The School Capital Reserve Fund transfer was authorized to cover additional school debt costs, eliminating the deficit. The primary contributing factors to Education's increased operating expenses were unanticipated special education costs and a larger than normal number of teacher retirements, increasing the accrued leave severance payments.

Other notable increases in expenses were in the City's public safety functions, (Police, Fire and Communications). The increases were largely due to contract and associated pension costs. Public Works and Culture and Recreation experienced increases mainly because of the costs incurred with the December 2008 northeast ice storm.

The School Capital Reserve Fund balance decreased its fund balance by \$3.2 million due to the aforementioned transfer.

Non-major Governmental Funds experienced a decrease in fund balance by \$4.8 million primarily because of the loss in market value of investments.

Proprietary funds. The City of Nashua's proprietary funds provide the same type of information found in the government-wide financial statements, but in more detail. Unlike governmental funds, proprietary funds utilize the accrual basis of accounting. Therefore, no reconciliation is

needed between the government-wide financial statements and the proprietary fund financial statements.

Factors concerning the finances of these two funds have already been addressed in the discussion of the City's business-type activities.

E. GENERAL FUND BUDGETARY HIGHLIGHTS

The following reconciles the City's adopted budget with the "original budget" columns of the Budget and Actual Financial Statements on page 40 and the Budget and Actual Detail Schedule on pages 102-103.

Total Adopted Budget	\$ 213,061
Plus: Hillsborough County appropriation	9,546
Plus: Appropriation to Solid Waste Fund	2,690
Total Original Budget, per Financial Statements/Schedules	<u>\$ 225,297</u>

The difference between the original and final amended budget resulted in an overall increase in appropriations of \$6,937 and can be summarized as follows:

Supplemental Appropriations

City Hall building repairs and renovations	\$ 1,150
Nashua Public Library roof replacement	250
Total Supplemental Appropriations	<u>\$ 1,400</u>

Other Budget Amendments

Transfers in from Special Revenue Funds and School Capital Reserve Fund	<u>\$ 5,537</u>
---	-----------------

Summary

Total Original Budget, per Financial Statements/Schedules	\$ 225,297
Plus: Supplemental Appropriations	1,400
Plus: Transfers in from Special Revenue and Capital Reserve Funds	5,537
Total Final Budget, per Financial Statements/Schedules	<u>\$ 232,234</u>

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets. The City of Nashua's investment in capital assets for its governmental and business-type activities as of June 30, 2009 amounts to \$364,976 (net of accumulated depreciation). This investment in capital assets includes land, buildings and systems, improvements, machinery and equipment, park facilities, roads, and bridges. The total increase in the City of Nashua's investment in capital assets for the current fiscal year was \$7,347, which represents a 1.6% decrease for governmental activities and an 8.8% increase for business-type activities. The decrease in governmental activities is due to the fact that the current year depreciation expense of \$11,238 exceeded current year capital asset additions of \$7,455.

Municipal Government Report

CAPITAL ASSETS AS OF JUNE 30, 2009 AND 2008

(net of accumulated depreciation)

	Governmental		Business-Type		Total	
	<u>Activities</u>		<u>Activities</u>			
	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>
Land and improvements	\$ 24,954	\$ 24,954	\$ 9,085	\$ 14,553	\$ 34,039	\$ 39,507
Buildings and systems	170,661	166,150	19,159	50,781	189,820	216,931
Machinery and equipment	14,489	14,407	12,654	13,221	27,143	27,628
Infrastructure	19,159	19,056	57,062	55,682	76,221	74,738
Construction in progress	2,463	3,376	27,943	2,796	30,406	6,172
Total	<u>\$ 231,726</u>	<u>\$ 227,943</u>	<u>\$ 125,903</u>	<u>\$ 137,033</u>	<u>\$ 357,629</u>	<u>\$ 364,976</u>

Major capital asset additions during the current fiscal year included the following:

Governmental Activities

Developer Contributions – roads	\$ 1,077
Daniel Webster Highway sidewalk and pedestrian improvements	984
Main Dunstable Elementary School improvements	564
Citywide Street paving improvements	847
Police Department – vehicle replacements	339
Fire Department – Pierce Arrow Pumper	402
School Department – technology replacements & upgrades	424
Public Works – fleet replacements	379

Business-type Activities

Wet Weather Treatment Facility	\$ 6,763
Phase II Landfill Expansion	5,441
Wastewater-CSO System Optimization Improvements	1,588
Solid Waste – Compactor	858
Solid Waste – Side Loaders	448
Wastewater – Generator	367

Additional information concerning the City of Nashua's capital assets can be found in Note 7 on pages 59-60 of this report.

Long-term debt. At the end of the current fiscal year, the City of Nashua had total debt outstanding of \$169,546 compared to \$177,097 in the prior year, a decrease of \$7,551. Of this amount \$169,492 represents general obligation debt, which is backed by the full faith and credit of the government. The remainder of the City's debt is comprised of capital leases totaling \$54.

OUTSTANDING DEBT AS OF JUNE 30, 2009 AND 2008

	Governmental		Business-Type		Total	
	<u>Activities</u>		<u>Activities</u>			
	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>	<u>2008</u>	<u>2009</u>
Bonds and notes	\$ 150,722	\$ 138,462	\$ 26,062	\$ 31,030	\$ 176,784	\$ 169,492
Capital leases	79	54	234	-	313	54
Total	<u>\$ 150,801</u>	<u>\$ 138,516</u>	<u>\$ 26,296</u>	<u>\$ 31,030</u>	<u>\$ 177,097</u>	<u>\$ 169,546</u>

The City issued \$7,265 of new general obligation debt for the construction of the Phase II landfill expansion and the purchase of a compactor for solid waste operations. At the same time, the City retired \$14,556 of outstanding debt through scheduled principal payments.

State statutes limit the amount of general obligation debt a governmental entity may issue to 3% of its total assessed valuation for the City or 7% of its total assessed valuation for the School. The City of Nashua has imposed more restrictive limits for City and School respectively of 2% for and 6% of total assessed valuation. The current debt limitation for the City and school combined is \$732,067, which is significantly in excess of the current outstanding general obligation debt of \$138,462. Additionally, principal outstanding on qualified school debt receives a 30% state building aid reimbursement. Wastewater and Solid Waste debt of \$31,030 is not subject to these limitations.

The City of Nashua's "AA+" credit rating was reaffirmed by Standard & Poor's in connection with the City's general obligation bond issue in April of 2009. As reflected in the City's official statement and statement from Standard & Poor's, "...the rating of 'AA+' reflects the City's solid financial position, strong tax base growth, diverse economy and low debt burden.

Additional information on the City of Nashua's long-term debt can be found in Note 11 on pages 61-66 of this report.

G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGET AND RATES

Despite the challenging economic condition experienced nationwide, the 2010 budget did not require any service level reductions. The City continues to experience a decrease in revenues specifically in the form of reduced investment income due to unfavorable market conditions; reduced intergovernmental funding and motor vehicle revenues that have virtually remained flat. New Hampshire has felt the impact less than other states in New England as well as in the nation, likely because of its economic diversity and fiscal conservatism, traits shared by the City of Nashua as well.

The state's unemployment rate (seasonally adjusted) for May 2009 was 6.5 percent. However, in comparison to the nation's unemployment rate of 9.4 percent, New Hampshire is faring relatively well. Initial claims for unemployment spiked in December 2008 to 13,189, a level not reached in the state since January 1975. Since then the volume of both initial and continued claims has remained at an elevated level with the manufacturing and construction industries sustaining the bulk of the job loss.

New Hampshire's unemployment rate is also lower than any other state in the region. The May 2009 seasonally adjusted unemployment rate for Rhode Island was 12.1 percent. The seasonally adjusted unemployment rates in all other states in New England were lower than the national

average. Vermont's unemployment rate for May was 7.3 percent, Connecticut's rate was 8.0 percent, Massachusetts' rate was 8.2 percent, and the rate for Maine was 8.3 percent.

The recession continues to have a negative impact on the New Hampshire housing market. Housing values have continued to decline. New residential building permits are at historically low levels and the numbers of foreclosures are at a historically high level. In May 2009, the median sale price was down 15.79 percent over-the-year. In the first quarter of 2009, the total number of sales on existing homes (single-family, apartment condos, and co-ops) was down 10.6 percent over-the-year, and down 8.7 percent from the previous quarter.

Source: New Hampshire Economic and Labor Market Information Bureau

Energy prices rose to record high levels during fiscal year 2008 and through the first quarter of fiscal year 2009 but then dropped dramatically, creating a sharp downturn in the consumer price index. The energy price drop has thus far eased pressure on the City's fiscal year 2010 budget, and we anticipate more stability for the 2011 budget with regard to energy-related costs. The spending cap for the fiscal year 2010 budget was 3.4%, and it is anticipated that the spending cap for the fiscal year 2011 budget will be around 2.3%.

About 65% of the total assessed valuation for the City is residential and our best estimate at this point is that we would see a 12% to 15% average decline in this tax base when a revaluation is completed during fiscal year 2010. It is likely, however, that there will be about a 2% increase in the commercial tax base, partly due to growth but mostly due to undervaluation. With the cost of services increasing and the tax base decreasing, the tax rate increase for fiscal year 2010 will likely be significant, though the average tax bill will remain the same or decrease from the prior year. It is also likely that the budget increase for fiscal year 2011 will need to be well below the spending cap in order to keep the tax rate increase at no more than 3%, assuming no growth in valuations from 2010 to 2011.

Fortunately, the City continues to maintain a minimum 10% undesignated fund balance, allowing it to remain fiscally sound during challenging economic times. Sufficient reserves and conservative budgeting should keep both debt financing costs for large projects and the overall tax rate increase at a minimum over the next budget cycle.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the City of Nashua's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Chief Financial Officer
City of Nashua
229 Main Street
Nashua, New Hampshire 03061

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2009

	Primary Government			
	Governmental Activities	Business- Type Activities	Government Wide Total	Component Units
ASSETS				
Current:				
Cash and short-term investments	\$ 124,230,673	\$ 15,774,577	\$ 140,005,250	\$ 101,603
Investments	34,958,412	-	34,958,412	673,845
Receivables, net of allowance for uncollectibles:				
Property taxes	16,499,893	-	16,499,893	-
User fees	-	2,705,473	2,705,473	2,259
Departmental and other	653,753	-	653,753	-
Intergovernmental	5,511,712	637,686	6,149,398	238,307
Loans	507,859	-	507,859	-
Internal balances	18,975,710	(18,975,710)	-	-
Due from external parties - fiduciary funds	133,481	-	133,481	-
Other assets	1,703,154	1,484	1,704,638	-
Total current assets	203,174,647	143,510	203,318,157	1,016,014
Noncurrent:				
Other assets	2,112,920	39,222	2,152,142	-
Capital assets being depreciated, net of accumulated depreciation	199,173,098	134,005,346	333,178,444	3,705,237
Capital assets not being depreciated	28,770,053	3,027,753	31,797,806	2,688,899
Total non-current assets	230,056,071	137,072,321	367,128,392	6,394,136
TOTAL ASSETS	433,230,718	137,215,831	570,446,549	7,410,150
LIABILITIES				
Current:				
Accounts payable	7,337,914	876,224	8,214,138	232,989
Retainage payable	81,047	605,650	686,697	-
Accrued liabilities	18,608,969	963,933	19,572,902	20,836
Unearned revenues	81,477,563	-	81,477,563	17,614
Other	28,878	-	28,878	-
Current portion of long-term liabilities:				
Bonds and notes payable	12,221,828	2,805,711	15,027,539	-
Compensated absences	1,286,558	35,193	1,321,751	-
Capital leases	27,645	-	27,645	-
Other	293,900	9,640	303,540	-
Total current liabilities	121,364,302	5,296,351	126,660,653	271,439
Noncurrent:				
Bonds and notes payable	126,239,963	28,224,264	154,464,227	-
Compensated absences	15,167,760	355,840	15,523,600	98,520
OPEB	5,797,338	184,662	5,982,000	-
Capital leases	26,444	-	26,444	-
Other	3,231,621	5,145,171	8,376,792	-
Total non-current liabilities	150,463,126	33,909,937	184,373,063	98,520
TOTAL LIABILITIES	271,827,428	39,206,288	311,033,716	369,959
NET ASSETS				
Invested in capital assets, net of related debt	91,043,817	115,532,890	206,576,707	6,394,136
Restricted for:				
Grants and other statutory restrictions	6,917,153	-	6,917,153	-
Capital projects	1,861,764	3,612,918	5,474,682	-
Permanent funds:				
Expendable	960,742	-	960,742	-
Nonexpendable	11,946,929	-	11,946,929	-
Unrestricted	48,672,885	(21,136,265)	27,536,620	646,055
TOTAL NET ASSETS	\$ 161,403,290	\$ 98,009,543	\$ 259,412,833	\$ 7,040,191

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2009

			Program Revenues		
	Expenses	Indirect Cost Allocation	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions
Primary Government					
Governmental Activities:					
General government	\$ 20,301,156	\$ 4,937	\$ (6,297)	\$ 53,759	\$ -
Police	26,257,722	231,550	824,514	980,604	-
Fire	21,093,703	229,261	94,589	769,821	-
Water fire protection services	2,234,921	-	-	-	-
Education	140,999,742	4,855,029	4,151,332	43,963,956	2,727,365
Public works	11,542,212	127,401	763,471	1,478,373	900,202
Health and human services	4,340,447	-	211,484	151,527	112,911
Culture and recreation	7,918,634	194,161	80,052	149,824	25,598
Community development	7,287,986	246,698	1,155,276	1,221,506	1,009,335
Communications	1,127,356	207,743	-	-	-
Interest and costs	6,096,780	(6,096,780)	-	-	-
Total Governmental Activities	249,200,659	-	7,274,421	48,769,370	4,775,411
Business-Type Activities:					
Wastewater services	10,396,778	-	8,251,735	-	814,289
Solid waste services	5,950,822	-	2,782,627	-	-
Total Business-Type Activities	16,347,600	-	11,034,362	-	814,289
Total primary government	\$ 265,548,259	\$ -	\$ 18,308,783	\$ 48,769,370	\$ 5,589,700
Component unit					
Nashua Airport Authority	\$ 827,526	\$ -	\$ 532,938	\$ -	\$ 520,359
General Revenues, permanent fund contributions and transfers:					
Property taxes					
Auto permits					
Penalties, interest and other taxes					
Grants and contributions not restricted to specific programs					
Investment income					
Miscellaneous					
Permanent fund contributions					
Transfers in (out)					
Total general revenues, contributions and transfers					
Change in Net Assets					
Net Assets:					
Beginning of year					
End of year					

See notes to financial statements.

City of Nashua

Net (Expenses) Revenues and Changes in Net Assets			
Primary Government			
Governmental Activities	Business- Type Activities	Total	Component Units
\$ (20,258,631)	\$ -	\$ (20,258,631)	\$ -
(24,684,154)	-	(24,684,154)	-
(20,458,554)	-	(20,458,554)	-
(2,234,921)	-	(2,234,921)	-
(95,012,118)	-	(95,012,118)	-
(8,527,567)	-	(8,527,567)	-
(3,864,525)	-	(3,864,525)	-
(7,857,321)	-	(7,857,321)	-
(4,148,567)	-	(4,148,567)	-
(1,335,099)	-	(1,335,099)	-
-	-	-	-
(188,381,457)	-	(188,381,457)	-
-	(1,330,754)	(1,330,754)	-
-	(3,168,195)	(3,168,195)	-
-	(4,498,949)	(4,498,949)	-
(188,381,457)	(4,498,949)	(192,880,406)	-
-	-	-	225,771
161,979,688	-	161,979,688	-
10,836,895	-	10,836,895	-
1,418,455	-	1,418,455	-
6,237,452	826,769	7,064,221	-
2,935,434	7,814	2,943,248	28,217
1,232,553	-	1,232,553	-
109,227	-	109,227	-
(2,690,322)	2,690,322	-	-
182,059,382	3,524,905	185,584,287	28,217
(6,322,075)	(974,044)	(7,296,119)	253,988
167,725,365	98,983,587	266,708,952	6,786,203
\$ 161,403,290	\$ 98,009,543	\$ 259,412,833	\$ 7,040,191

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2009

ASSETS	<u>General</u>	<u>School Capital Reserve Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Cash and short-term investments	\$ 106,676,392	\$ 7,407,910	\$ 10,146,371	\$ 124,230,673
Investments	19,214,640	-	15,743,772	34,958,412
Receivables, net of allowance for uncollectibles:				
Property taxes	16,499,893	-	-	16,499,893
Departmental and other	279,746	-	253,482	533,228
Intergovernmental	6,509	-	5,625,728	5,632,237
Loans	-	-	507,859	507,859
Due from other funds	25,869,429	-	9,680,343	35,549,772
Other assets	17,831	-	-	17,831
TOTAL ASSETS	<u>\$ 168,564,440</u>	<u>\$ 7,407,910</u>	<u>\$ 41,957,555</u>	<u>\$ 217,929,905</u>
LIABILITIES AND FUND BALANCES				
Liabilities:				
Accounts payable	\$ 4,807,148	\$ -	\$ 1,351,452	\$ 6,158,600
Accrued liabilities	5,391,472	-	543,055	5,934,527
Taxes levied in advance	81,477,563	-	-	81,477,563
Deferred revenues	2,741,480	-	387,891	3,129,371
Due to other funds	35,705,289	2,844,754	5,085,375	43,635,418
Other liabilities	28,378	-	-	28,378
TOTAL LIABILITIES	130,151,330	2,844,754	7,367,773	140,363,857
Fund Balances:				
Reserved for:				
Encumbrances and continuing appropriations	4,978,454	-	3,692,574	8,671,028
Reserved for perpetual permanent funds	-	-	11,946,927	11,946,927
Other specific purposes	184,680	-	-	184,680
Unreserved:				
Designated	1,650,000	-	-	1,650,000
Designated for future Expenditures	4,700,000	-	-	4,700,000
Undesignated, reported in:				
General fund	26,899,976	-	-	26,899,976
Special revenue funds	-	4,563,156	15,431,228	19,994,384
Capital projects funds	-	-	2,558,311	2,558,311
Permanent funds	-	-	960,742	960,742
TOTAL FUND BALANCES	<u>38,413,110</u>	<u>4,563,156</u>	<u>34,589,782</u>	<u>77,566,048</u>
TOTAL LIABILITIES AND FUND BALANCES	<u>\$ 168,564,440</u>	<u>\$ 7,407,910</u>	<u>\$ 41,957,555</u>	<u>\$ 217,929,905</u>

See notes to financial statements.

CITY OF NASHUA, NEW HAMPSHIRE
RECONCILIATION OF TOTAL GOVERNMENTAL FUND
BALANCES TO NET ASSETS OF GOVERNMENTAL
ACTIVITIES IN THE STATEMENT OF NET ASSETS

JUNE 30, 2009

Total governmental fund balances	\$ 77,566,048
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	227,943,151
• Revenues are reported on the accrual basis of accounting and are not deferred until collection.	3,129,371
• Internal service funds are used by management to account for health insurance and workers' compensation activities. The assets and liabilities of the internal service funds are included in the governmental activities in the Statement of Net Assets.	16,814,625
• In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.	(2,304,690)
• Long-term liabilities, including bonds payable and OPEB, are not due and payable in the current period and, therefore, are not reported in the governmental funds. This amount is reported net of deferred assets.	<u>(161,745,215)</u>
Net assets of governmental activities	<u><u>\$ 161,403,290</u></u>

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2009

	<u>General</u>	<u>School Capital Reserve Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:				
Property taxes	\$ 160,671,778	\$ -	\$ 209,632	\$ 160,881,410
Auto permits	10,836,895	-	-	10,836,895
Penalties, interest and other taxes	886,394	-	532,061	1,418,455
Charges for services	1,864,615	-	5,424,853	7,289,468
Intergovernmental	47,303,953	-	18,888,477	66,192,430
Licenses and permits	721,578	-	-	721,578
Interest earnings (loss)	2,341,182	41,181	(2,686,043)	(303,680)
Miscellaneous	1,413,924	-	468,985	1,882,909
Contributions	-	-	354,065	354,065
Total Revenues	<u>226,040,319</u>	<u>41,181</u>	<u>23,192,030</u>	<u>249,273,530</u>
Expenditures:				
Current:				
General government	52,804,941	-	1,054,777	53,859,718
Police	18,551,324	-	1,288,693	19,840,017
Fire	15,670,602	-	376,565	16,047,167
Water fire protection services	2,234,921	-	-	2,234,921
Education	93,517,678	-	16,581,906	110,099,584
Public works	9,147,131	-	1,305,310	10,452,441
Health and human services	2,437,681	-	1,255,347	3,693,028
Culture and recreation	5,384,097	-	539,451	5,923,548
Community development	1,416,773	-	4,587,508	6,004,281
Communications	280,361	-	-	280,361
Debt service				
Principal	12,240,467	-	60,000	12,300,467
Interest and issuance cost	6,200,867	-	43,104	6,243,971
Intergovernmental	9,546,322	-	-	9,546,322
Total Expenditures	<u>229,433,165</u>	<u>-</u>	<u>27,092,661</u>	<u>256,525,826</u>
Excess (deficiency) of revenues over expenditures	(3,392,846)	41,181	(3,900,631)	(7,252,296)
Other Financing Sources (Uses):				
Transfers in	8,260,443	-	2,324,341	10,584,784
Transfers out	(4,788,445)	(3,239,250)	(3,247,411)	(11,275,106)
Total Other Financing Sources (Uses)	<u>3,471,998</u>	<u>(3,239,250)</u>	<u>(923,070)</u>	<u>(690,322)</u>
Change in fund balance	79,152	(3,198,069)	(4,823,701)	(7,942,618)
Fund Balance, July 1, 2008	<u>38,333,958</u>	<u>7,761,225</u>	<u>39,413,483</u>	<u>85,508,666</u>
Fund Balance, June 30, 2009	<u>\$ 38,413,110</u>	<u>\$ 4,563,156</u>	<u>\$ 34,589,782</u>	<u>\$ 77,566,048</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

RECONCILIATION OF THE STATEMENT OF REVENUES
EXPENDITURES, AND CHANGES IN FUND BALANCES OF
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2009

NET CHANGES IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$ (7,942,618)

- Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense:

Capital outlay purchases	7,547,045
Depreciation	(11,237,559)
Loss on disposal	(92,348)

- Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue. (6,782,883)

- The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets:

Repayment of capital leases	25,296
Repayments of debt, net of refunding	12,260,640

- In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. 161,722

- Some expenses reported in the Statement of Activities, such as compensated absences, do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds:

Decrease in compensated absences liability	134,450
Increase in OPEB liability	(2,806,938)
Other	71,015

- Internal service funds are used by management to account for health insurance and workers' compensation activities. The net activity of internal service funds is reported with Governmental Activities. 2,340,103

CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES \$ (6,322,075)

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

GENERAL FUND

STATEMENT OF REVENUES AND OTHER SOURCES, AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2009

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
Revenues and Other Sources:				
Property taxes	\$ 159,904,500	\$ 159,904,500	\$ 159,904,500	\$ -
Auto permits	10,784,000	10,784,000	10,836,895	52,895
Penalties, interest and other taxes	540,000	540,000	851,323	311,323
Charges for services	1,615,688	1,615,688	1,579,914	(35,774)
Intergovernmental	44,029,970	44,029,970	43,574,950	(455,020)
Licenses and permits	988,390	988,390	975,061	(13,329)
Interest earnings	2,300,000	2,300,000	2,093,726	(206,274)
Miscellaneous	1,380,625	1,380,625	1,582,321	201,696
Transfers in	850,800	6,387,984	8,394,497	2,006,513
Other sources	<u>2,903,333</u>	<u>4,303,333</u>	<u>4,303,333</u>	<u>-</u>
Total Revenues and Other Sources	225,297,306	232,234,490	234,096,520	1,862,030
Expenditures and Other Uses:				
General government	58,457,204	59,576,888	59,086,631	490,257
Police	17,120,368	17,666,952	17,390,063	276,889
Fire	13,225,286	14,171,340	13,996,800	174,540
Water fire protection services	2,304,000	2,304,000	2,294,921	9,079
Education	86,025,543	90,412,502	90,412,500	2
Public works	10,382,052	10,583,407	10,406,427	176,980
Health and human services	2,567,656	2,595,361	2,410,856	184,505
Culture and recreation	4,919,990	5,126,205	5,046,396	79,809
Community development	1,488,856	1,491,484	1,460,786	30,698
Communications	298,522	298,522	267,315	31,207
Debt service	18,461,507	18,461,507	18,441,334	20,173
Intergovernmental	9,546,322	9,546,322	9,546,322	-
Transfers out	<u>500,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures and Other Uses	<u>225,297,306</u>	<u>232,234,490</u>	<u>230,760,351</u>	<u>1,474,139</u>
Excess of revenues and other sources over expenditures and other uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>3,336,169</u>	\$ <u>3,336,169</u>

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2009

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Funds
<u>ASSETS</u>				
Current:				
Cash and short-term investments	\$ 11,795,874	\$ 3,978,703	\$ 15,774,577	\$ -
User fees, net of allowance for uncollectibles	2,547,624	157,849	2,705,473	-
Intergovernmental receivable	637,686	-	637,686	-
Due from other funds	500	328,507	329,007	27,194,837
Other assets	-	1,484	1,484	1,250,401
Total current assets	14,981,684	4,466,543	19,448,227	28,445,238
Noncurrent:				
Capital assets being depreciated, net	116,755,055	17,250,291	134,005,346	-
Capital assets not being depreciated	2,796,048	231,705	3,027,753	-
Other	39,222	-	39,222	-
Total noncurrent assets	119,590,325	17,481,996	137,072,321	-
TOTAL ASSETS	134,572,009	21,948,539	156,520,548	28,445,238
<u>LIABILITIES</u>				
Current:				
Accounts payable	714,505	161,719	876,224	1,188,357
Retainage payable	605,650	-	605,650	-
Due to other funds	19,304,717	-	19,304,717	-
Accrued liabilities	341,981	621,952	963,933	10,442,256
Current portion of long-term liabilities:				
Bonds and notes payable	1,022,887	1,782,824	2,805,711	-
Compensated absences	15,683	19,510	35,193	-
Other	-	9,640	9,640	-
Total current liabilities	22,005,423	2,595,645	24,601,068	11,630,613
Noncurrent:				
Bonds and notes payable	5,957,684	22,266,580	28,224,264	-
Compensated absences	158,570	197,270	355,840	-
OPEB	91,330	93,332	184,662	-
Landfill closure and post closure	-	5,019,280	5,019,280	-
Other	-	125,891	125,891	-
Total noncurrent liabilities	6,207,584	27,702,353	33,909,937	-
TOTAL LIABILITIES	28,213,007	30,297,998	58,511,005	11,630,613
<u>NET ASSETS</u>				
Invested in capital assets, net of related debt	112,570,532	2,962,358	115,532,890	-
Restricted for capital projects	-	3,612,918	3,612,918	-
Unrestricted	(6,211,530)	(14,924,735)	(21,136,265)	16,814,625
TOTAL NET ASSETS	\$ 106,359,002	\$ (8,349,459)	\$ 98,009,543	\$ 16,814,625

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2009

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
Operating Revenues:				
Charges for services	\$ 8,251,735	\$ 2,548,488	\$ 10,800,223	\$ -
Contributions	-	-	-	29,823,698
Other	-	234,139	234,139	871,593
Total Operating Revenues	8,251,735	2,782,627	11,034,362	30,695,291
Operating Expenses:				
Personnel expenses	2,807,552	2,389,291	5,196,843	-
Non-personnel expenses	3,113,357	1,589,737	4,703,094	26,568,968
Depreciation	4,111,586	1,251,441	5,363,027	-
Total Operating Expenses	10,032,495	5,230,469	15,262,964	26,568,968
Operating Income (Loss)	(1,780,760)	(2,447,842)	(4,228,602)	4,126,323
Nonoperating Revenues (Expenses):				
Intergovernmental	595,705	231,064	826,769	-
Investment income (loss)	(10,990)	18,804	7,814	213,780
Interest expense	(364,283)	(720,353)	(1,084,636)	-
Total Nonoperating Revenues (Expenses), Net	220,432	(470,485)	(250,053)	213,780
Income (Loss) Before Transfers	(1,560,328)	(2,918,327)	(4,478,655)	4,340,103
Capital contributions	814,289	-	814,289	-
Transfers in	-	2,690,322	2,690,322	-
Transfers out	-	-	-	(2,000,000)
Change in Net Assets	(746,039)	(228,005)	(974,044)	2,340,103
Net Assets at Beginning of Year	107,105,041	(8,121,454)	98,983,587	14,474,522
Net Assets at End of Year	\$ 106,359,002	\$ (8,349,459)	\$ 98,009,543	\$ 16,814,625

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2009

	Business-Type Activities Enterprise Funds			Governmental Activities
	Waste Water Fund	Solid Waste Fund	Total	Internal Service Fund
<u>Cash Flows From Operating Activities:</u>				
Receipts from customers and users	\$ 7,516,487	\$ 2,844,671	\$ 10,361,158	\$ 30,695,291
Payments to vendors	(4,540,053)	(2,092,403)	(6,632,456)	(25,433,612)
Payments to employees	(2,799,189)	(1,850,095)	(4,649,284)	-
Net Cash Provided By Operating Activities	177,245	(1,097,827)	(920,582)	5,261,679
<u>Cash Flows From Noncapital Financing Activities:</u>				
Payments under interfund loan agreements	13,545,700	252,186	13,797,886	(5,475,459)
Transfers	-	2,690,322	2,690,322	-
Intergovernmental subsidy	595,705	231,064	826,769	-
Net Cash Provided By (used for) Noncapital Financing Activities	14,141,405	3,173,572	17,314,977	(5,475,459)
<u>Cash Flows From Capital and Related Financing Activities:</u>				
Acquisition and construction of capital assets	(9,590,206)	(6,903,212)	(16,493,418)	-
Contributions	814,289	-	814,289	-
Proceeds from bonds and notes	-	7,265,000	7,265,000	-
Principal payments on bonds and leases	(1,023,696)	(1,273,197)	(2,296,893)	-
Interest expense	(364,283)	(720,353)	(1,084,636)	-
Net Cash (Used For) Capital and Related Financing Activities	(10,163,896)	(1,631,762)	(11,795,658)	-
<u>Cash Flows From Investing Activities:</u>				
Investment income (loss)	(10,990)	18,804	7,814	213,780
Net Change in Cash and Short-Term Investments	4,143,764	462,787	4,606,551	-
Cash and Short-Term Investments, Beginning of Year	7,652,110	3,515,916	11,168,026	-
Cash and Short-Term Investments, End of Year	\$ 11,795,874	\$ 3,978,703	\$ 15,774,577	\$ -
<u>Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:</u>				
Operating income (loss)	\$ (1,780,760)	\$ (2,447,842)	\$ (4,228,602)	\$ 4,126,323
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	4,111,586	1,251,441	5,363,027	-
Changes in assets and liabilities:				
User fees	(29,372)	62,044	32,672	-
Other assets	(602,580)	(1,484)	(604,064)	-
Accounts payable	(583,745)	(545,169)	(1,128,914)	55,668
Accrued liabilities	(972,529)	183,487	(789,042)	1,079,688
Other liabilities	34,645	399,696	434,341	-
Net Cash Provided By Operating Activities	\$ 177,245	\$ (1,097,827)	\$ (920,582)	\$ 5,261,679

See notes to financial statements.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2009

	Pension Trust	Private Purpose Trust Funds	Agency Funds
<u>ASSETS</u>			
Cash and short-term investments	\$ 1,506,167	\$ 132,134	\$ 502,389
Investments			
Fixed income securities	11,396,371	1,412,863	-
Equities	12,543,284	1,088,087	-
Mutual funds	472,883	1,171,816	-
Total Investments	24,412,538	3,672,766	-
Other assets	126,245	-	-
Total Assets	\$ 26,044,950	\$ 3,804,900	\$ 502,389
<u>LIABILITIES AND NET ASSETS</u>			
Other liabilities	\$ 28,965	\$ -	\$ 499,389
Due to other funds	73,160	57,321	3,000
Total Liabilities	102,125	57,321	502,389
<u>NET ASSETS</u>			
Total net assets held in trust for pension benefits and other purposes	25,942,825	3,747,579	-
Total Liabilities and Net Assets	\$ 26,044,950	\$ 3,804,900	\$ 502,389

See notes to financial statements.

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE

FIDUCIARY FUNDS

STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2009

	Pension Trust Fund	Private Purpose Trust Funds
Additions:		
Contributions:		
Employers	\$ 681,750	\$ -
Plan members	681,750	-
Other	6,427	44,935
Total contributions	1,369,927	44,935
Investment Income:		
Dividend, interest and investment loss	(2,901,632)	(307,817)
Total Investment income (loss)	(2,901,632)	(307,817)
Total additions	(1,531,705)	(262,882)
Deductions:		
Benefit payments to plan members and beneficiaries	1,514,409	137,775
Administrative expenses	170,718	26,265
Total deductions	1,685,127	164,040
Net decrease	(3,216,832)	(426,922)
Net assets held in trust:		
Beginning of year	29,159,657	4,174,501
End of year	\$ 25,942,825	\$ 3,747,579

See notes to financial statements.

150 Years Ago...

From the Sixth Annual Report of the Finance Committee of the City of Nashua (1858 – 1859)

CITY TREASURER'S ACCOUNT.

CITY OF NASHUA,

In Account with E. P. Emerson, City Treasurer, 1858-9,
DR.

To Cash paid as follows :

On Mayor's Drafts drawn to April 1, 1858,	1093 67
" " " in April,	4194 05
" " " in May,	1782 83
" " " in June,	5074 95
" " " in July,	34918 34
" " " in August,	3626 40
" " " in September,	5411 41
" " " in October,	3843 62
" " " in November,	3089 64
" " " in December,	4338 17
" " " in January, 1859,	3912 86
" " " to date,	12004 96

Total Payments, \$83,291 00
To Cash in Treasury this day to balance, 1466 57

\$84,757 57

CR.

By cash received as follows :

Of E. P. Emerson, Collector for 1857, on note to balance last year's account,	4503 77
" E. P. Emerson, Collector for 1858, amount collected to this date,	33,464 37
" P. Sanborn, State Treasurer, railroad tax of 1857,	1385 06
" P. Sanborn, railroad tax of 1858,	1477 11
" " literary fund of 1857,	560 84
" County of Hillsboro' for support of county paupers,	1362 36
Sundry towns and individuals for support of paupers,	33 91
" L. P. Sawyer, Overseer of Poor, cash received of other towns, for support of paupers,	279 17
" William A. Tracy, do.,	14 50
" Rufus Taylor, for use of city teams, &c.	64 31
" T. W. Gillis, do.,	127 28
" Wm. Adams, do.,	139 54
" T. G. Banks, City Marshal, receipts of Police Department,	226 10
Amount carried forward,	\$43,638 32

Amount brought forward,	\$43,638 31
Of Charles E. Merrill, City Clerk, rents of City Hall and circus license,	478 46
" do. for dog licenses,	4 00
" County of Hillsboro' for cash paid for holding coroner's inquests in 1856 and 1857,	136 79
" Walter Harriman, for literary fund due town of Nashville in 1853,	140 00
" Premiums on City stock,	1360 00
	\$45,757 57
" City stock issued July 1,	35,000 00
" Permanent loan authorized,	2000 00
" Temporary loans,	2000 00
	\$84,757 57

E. P. EMERSON, City Treasurer.

Nashua, Feb. 28, 1859.

The undersigned, Committee on Finance of the City of Nashua, in conformity with the requirements of the Ordinances of said City, have examined the foregoing account of E. P. Emerson, City Treasurer, and have also compared the account with the vouchers in the hands of the City Clerk and Auditor, and find the same correctly cast, and sustained by proper vouchers, neatly filed.

We find that there has been received into the Treasury during the financial year ending February 1st, 1859, from all sources, (including payment of the Collector's note of 1857, for the sum of \$4503 77,) the amount of eighty-four thousand seven hundred and fifty-seven dollars and fifty-seven cents, (\$84,757.57.)

There has been paid from the Treasury during the same time, the sum of eighty-three thousand two hundred and ninety-one dollars, (\$83,291,) leaving the balance in the Treasury this day, fourteen hundred and sixty-six dollars and fifty-seven cents, (\$1466.57) which amount has been shown, and counted by us.

ALBIN BEARD,
JOHN H. GAGE,
E. A. SLADER,
CALEB BURBANK,
CHARLES C. GOVE, } Committee
on Finance
of the
City of Nashua.

City of Nashua, Feb. 28, 1859.

CITY OF NASHUA NEW HAMPSHIRE

Notes to Financial Statements

1. Summary of Significant Accounting Policies

The accounting policies of the City of Nashua (the City) conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The following is a summary of the more significant policies:

A. Reporting Entity

The government is a municipal corporation governed by an elected Mayor and Board of Aldermen. As required by generally accepted accounting principles, these financial statements present the government and applicable component units for which the government is considered to be financially accountable. In fiscal year 2009, it was determined that the Nashua Airport Authority met the required GASB-14 criteria of component units.

B. Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all of the nonfiduciary activities of the primary government. For the most part, the effect of inter-fund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support. Likewise, the *primary government* is reported separately from certain legally separate component units for which the primary government is financially accountable.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues*.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major

individual enterprise funds are reported as separate columns in the fund financial statements.

C. Measurement Focus, Basis of Accounting, and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as *program revenues* include (1) charges to customers or applicants for goods, services, or privileges provided, (2) operating grants and contributions, and (3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as *general revenues* rather than as program revenues. Likewise, general revenues include all taxes and excises.

Fund Financial Statements

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

The government reports the following major governmental funds:

- The *General Fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The *School Capital Reserve* was used to account for resources set aside to assist with the debt service requirements on the school construction bonds. The fund was closed in fiscal year 2005, and re-opened in fiscal year 2006, per a vote of the Board of Mayor and Aldermen.

Proprietary funds (which include both enterprise and internal service funds) distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989 generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the *option* of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The government has elected not to follow subsequent private-sector guidance.

The government reports the following major proprietary funds:

- *Waste Water* enterprise fund that accounts for the resources and cost associated with the City's wastewater treatment.
- *Solid Waste* enterprise fund that accounts for the resources and costs associated with the City's landfills.

The City's self-insured programs are reported as an internal service fund in the accompanying financial statements.

The *pension trust fund* accounts for the activities of the Board of Public Works Employees Contributory Retirement System, which accumulates resources for pension benefit payments to qualified employees. No separate issue financial statement is available.

The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.

The *Agency funds* include escrow deposits and performance bonds.

D. Cash and Short-Term Investments

Cash balances from all funds, except those required to be segregated by law, are combined to form a consolidation of cash. Cash balances are invested to the extent available, with the exception of such cash necessary to maintain adequate liquidity, and interest earnings are recognized in the General Fund. Certain

special revenue, proprietary, and fiduciary funds segregate cash, and investment earnings become a part of those funds.

Deposits with financial institutions consist primarily of demand deposits, certificates of deposits, and savings accounts. A cash and investment pool is maintained that is available for use by all funds. Each fund's portion of this pool is reflected on the combined financial statements under the caption "cash and short-term investments". The interest earnings attributable to each fund type are included under investment income.

For purpose of the statement of cash flows, the proprietary funds consider investments with original maturities of three months or less to be short-term investments.

E. Investments

State and local statutes, as well as the City's investment policy, place certain limitations on the nature of deposits and investments available. Deposits in any financial institution may not exceed certain levels within the financial institution. Non-fiduciary fund investments can be made in securities issued by or unconditionally guaranteed by the U.S. Government or agencies that have a maturity of one year or less from the date of purchase and repurchase agreements guaranteed by such securities with maturity dates of no more than 90 days from the date of purchase.

Investments for the Trust Funds consist of marketable securities, bonds and short-term money market investments. Investments are carried at fair value.

F. Interfund Receivables and Payables

Transactions between funds that are representative of lending/ borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due from/to other funds" (i.e., the current portion of interfund loans) or "advances to/from other funds" (i.e., the non-current portion of interfund loans).

Advances between funds are offset by a fund balance reserve account in applicable governmental funds to indicate the portion not available for appropriation and not available as expendable financial resources.

Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as "internal balances".

The government-wide statement of activities eliminates transfers as reported within the segregated governmental and business-type activities columns. Only transfers between these two columns appear in this statement.

G. Inventories

Inventories are valued at cost using the first-in/first-out (FIFO) method. The costs of governmental fund-type inventories are recorded as expenditures when purchased rather than when consumed. No significant inventory balances were on hand in governmental funds.

H. Capital Assets

Capital assets, which include property, plant, equipment and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of more than \$ 15,000 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed.

Property, plant and equipment is depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings	40
Building improvements	20 - 40
Infrastructure	7 - 60
Vehicles	3 - 8
Machinery and equipment	5 - 20
Computer equipment	3 - 5

I. Compensated Absences

It is the government's policy to permit employees to accumulate earned but unused vacation and sick pay benefits. All vested sick and vacation pay is accrued when incurred in the government-wide, proprietary, and fiduciary fund financial statements. A liability for these amounts is reported in governmental funds only if they have matured, for example, as a result of employee resignations and retirements.

J. Long-Term Obligations

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt, and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net assets.

K. Fund Equity

In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

L. Use of Estimates

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

M. Reclassifications

Certain amounts in prior year were reclassified to conform to current year presentation.

2. Stewardship, Compliance, and Accountability

A. Budgetary Information

The Mayor presents an operating and capital budget for the proposed expenditures of the fiscal year commencing the following July 1. The budget, as enacted by the Board of Aldermen, establishes the legal level of control and projects the particular revenues that will fund certain appropriations. The original budget may be amended, by supplemental appropriations or transfers, during the fiscal year at Board of Aldermen meetings as required by changing conditions. The Financial Services Department may transfer appropriations between operating categories within departmental budgets at the request of department heads, but expenditures may not legally exceed budgeted appropriations in total.

Formal budgetary integration is employed as a management control device during the year for the General Fund and Proprietary Funds. Effective budgetary control is achieved for all other funds through provisions of the New Hampshire statutes.

At year end, appropriation balances lapse, except for multi-year grants, certain unexpended capital items, and encumbrances which will be honored during the subsequent year.

B. Budgetary Basis

The General Fund final appropriation appearing on the “Budget and Actual” page of the fund financial statements represents the final amended budget after all reserve fund transfers and supplemental appropriations.

C. Budget/GAAP Reconciliation

The budgetary data for the general and proprietary funds is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore, in addition to the GAAP basis financial statements, the results of operations of the general fund are presented in accordance with budgetary accounting principles to provide a meaningful comparison with budgetary data.

The following is a summary of adjustments made to the actual revenues and other sources, and expenditures and other uses, to conform to the budgetary basis of accounting.

Municipal Government Report

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and Other Financing Uses</u>
Revenues/Expenditures (GAAP basis)	\$ 226,040,319	\$ 229,433,165
Other financing sources/uses (GAAP basis)	<u>8,260,443</u>	<u>4,788,445</u>
Subtotal (GAAP Basis)	234,300,762	234,221,610
Adjust tax revenue to accrual basis	(766,779)	-
Add fund balance used as a funding source	4,303,333	-
Reverse effect of activity appropriated in prior years	-	(4,852,261)
Reverse beginning of year appropriation carryforwards from expenditures	-	
Add end of year appropriation carryforwards to expenditures	-	4,978,454
Reverse the effect of on-behalf State contributions to Employee's Retirement	(3,740,796)	(3,740,796)
Other	<u>-</u>	<u>153,344</u>
Budgetary basis	<u>\$ 234,096,520</u>	<u>\$ 230,760,351</u>

In addition, adjustments were made to the enterprise funds to conform to the budgetary basis, primarily for the omission of depreciation expense which is not budgeted, and the inclusion of principal debt service and capital expenses which are budgeted expenses.

D. Deficit Fund Equity

The following fund had a total net asset deficit at June 30, 2009:

Proprietary Funds:

Solid Waste \$ (8,349,459)

In 2004, the City's Solid Waste Task Force issued a report, which provided an overview and analyzed all options associated with the solid waste disposal system for the purpose of making recommendations to fund the future state of the solid

waste system. Staff is reviewing the study to determine if there were any recommendations that would merit considerations to address the deficit in the Solid Waste Fund.

3. **Cash and Investments**

A. Custodial Credit Risk

Custodial credit risk for deposits is the risk that in the event of a bank failure, the deposits may not be returned. The custodial credit risk for investments is the risk that, in the event of a failure of the counterparty (e.g., broker-dealer) to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party.

Custodial Credit Risk - Deposits. Custodial credit risk is the risk that in the event of a bank failure, the City's deposits may not be returned to it. RSA 48:16 states that "deposits in any one bank shall not at any time exceed the sum of its paid-up capital and surplus, except that a City with a population in excess of 50,000 is authorized to deposit funds in a solvent bank in excess of the paid-up capital surplus of said bank." The City's deposit policy for custodial credit risk is to be fully insured.

As of June 30, 2009, the City's entire bank balance was fully insured and collateralized.

Custodial Credit Risk - Investments. Custodial credit risk for investments is the risk that in the event of a failure of the counterparty (e.g. broker-dealer) to a transaction, a government will not be able to recover the value of the investment or collateral securities that are in the possession of another party. The City limits its exposure to custodial credit risk by requiring that all security transactions entered into by the City be conducted on a delivery-versus-payment basis. Securities are held by a third party custodian.

The City's investment in corporate bonds are exposed to custodial risk. The City manages this risk with the Securities Investor Protection Corporation, Excess Securities Investor Protection Corporation and by holding the assets in separately identifiable trust accounts.

Investments at June 30, 2009 included the following (in thousands):

Municipal Government Report

U.S. Treasury Obligations	\$ 14,603
U.S. Government Agencies	10,237
Corporate Bonds	8,454
Common Equities	21,094
Other	<u>8,656</u>
Total	<u>\$ 63,044</u>

B. Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. State law employs the prudent person rule whereby investments are made as a prudent person would be expected to act, with discretion and intelligence, to seek reasonable income, preserve capital, and, in general, avoid speculative investments. The City's Investment Policy is to minimize credit risk by limiting investments to the safest types of securities, pre-qualifying institutions and diversifying the portfolio.

C. Concentration of Credit Risk

The City places no limit on the amount the City may invest in any one issuer. The City does not have an investment in one issuer, other than U.S. Treasury bonds and notes, greater than 5% of total investments.

D. Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates. The City's current investment policy does not limit investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Information regarding the quality and maturity dates of fixed income securities is as follows (in thousands):

	<u>Total</u>	<u>Average Duration</u>	<u>Average Rating</u>
U.S. Treasury Obligations	\$ 14,603	3.32	AAA
U.S. Government Agencies	10,237	3.79	AAA
Corporate Bonds	<u>8,454</u>	3.18	A1
Total	<u>\$ 33,294</u>		

E. Foreign Currency Risk

Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment. The City's current investment policy does not address foreign currency risk.

4. Taxes Receivable

The City bills property taxes semi-annually, in May and November. Property tax revenues are recognized in the fiscal year for which taxes have been levied to the extent that they become available, i.e., due or receivable within the current fiscal year and collected within the current period or within 60 days of year-end.

Property taxes billed and collected in advance of the year for which they are levied, are recorded as a prepaid tax liability.

Property taxes are due in July and December. Taxes paid after the due date accrue interest at 12% per annum. In April of the following calendar year, the Tax Collector executes tax liens on properties that have unpaid taxes. The lien is recorded on the delinquent taxpayer's property at the Registry of Deeds. The tax liens accrue interest at 18% per annum. If the lien is not redeemed within a two-year redemption period, the property may be conveyed to the City by deed.

Taxes receivable at June 30, 2009 consist of the following (in thousands):

Unredeemed Taxes:	
Levy of 2009	\$ 13,201
Prior and other	<u>3,299</u>
Total	<u>\$ 16,500</u>

5. Intergovernmental Receivables

This balance represents reimbursements requested from Federal and State agencies for expenditures incurred in fiscal 2009.

6. Interfund Fund Receivables/Payables

Although self-balancing funds are maintained, most transactions flow through the general fund. In order to obtain accountability for each fund, interfund receivable and payable accounts must be utilized. The following is an analysis of the June 30, 2009 balances in interfund receivable and payable accounts:

Municipal Government Report

	<u>Due From Other Funds</u>	<u>Due To Other Funds</u>
Funds:		
General fund	\$ 25,869,429	\$ 35,705,289
School Capital Reserve fund	-	2,844,754
Nonmajor Governmental Funds:		
Police grants	177,713	-
Fire grants	5,555	-
Community health and services grants	-	29,015
Parks and recreation grants	18,239	-
Transit grants	180,709	-
Community Development Block grants/Home grants	-	22,347
Community Development division grants	217,543	-
Homeland security grants	-	105,715
Other city grants	27,043	-
Food services	177,497	-
School grants	-	2,820,512
City revolving funds	3,917,315	-
School revolving funds	1,525,833	-
Trust reserve funds	-	938,484
Other trust funds	-	1,054,931
Public works projects	444,945	-
Community development projects	34,308	-
School department projects	2,953,643	-
Cemetery permanent funds	-	98,906
Library permanent funds	-	12,640
Other permanent funds	-	2,825
Enterprise funds:		
Waste water	500	19,304,717
Solid waste	328,507	-
Internal service fund:		
Self-insurance	27,194,837	-
Fiduciary fund types:		
Pension trust	-	73,160
Private purpose	-	57,321
Agency	-	3,000
Total	\$ <u>63,073,616</u>	\$ <u>63,073,616</u>

7. Capital Assets

Capital asset activity for the year ended June 30, 2009 was as follows (in thousands):

	Beginning Balance	Net Increases	Decreases	Ending Balance
Governmental Activities:				
Capital assets, being depreciated:				
Buildings and improvements	\$ 232,970	\$ 1,217	\$ -	\$ 234,187
Infrastructure	39,775	2,163	-	41,938
Machinery and equipment	31,840	2,812	(2,039)	32,613
Total capital assets, being depreciated	304,585	6,192	(2,039)	308,738
Less accumulated depreciation:				
Buildings and improvements	(62,309)	(6,127)	-	(68,436)
Infrastructure	(20,616)	(2,308)	-	(22,924)
Machinery and equipment	(17,350)	(2,802)	1,947	(18,205)
Total accumulated depreciation	(100,275)	(11,237)	1,947	(109,565)
Total capital assets, being depreciated, net	204,310	(5,045)	(92)	199,173
Capital assets, not being depreciated:				
Land	24,954	-	-	24,954
Construction in progress	2,462	1,794	(440)	3,816
Total capital assets, not being depreciated	27,416	1,794	(440)	28,770
Governmental activities capital assets, net	<u>\$ 231,726</u>	<u>\$ (3,251)</u>	<u>\$ (532)</u>	<u>\$ 227,943</u>
Business-Type Activities:				
Capital assets, being depreciated:				
Buildings	\$ 46,269	\$ 33,310	\$ -	\$ 79,579
Land improvements	11,285	6,187	-	17,472
Infrastructure	85,488	335	-	85,823
Machinery and equipment	28,494	1,933	(312)	30,115
Total capital assets, being depreciated	171,536	41,765	(312)	212,989
Less accumulated depreciation for:				
Buildings	(27,111)	(1,688)	-	(28,799)
Land improvements	(2,431)	(719)	-	(3,150)
Infrastructure	(28,426)	(1,715)	75	(30,066)
Machinery and equipment	(15,840)	(1,241)	112	(16,969)
Total accumulated depreciation	(73,808)	(5,363)	187	(78,984)
Total capital assets, being depreciated, net	97,728	36,402	(125)	134,005
Capital assets, not being depreciated:				
Land	232	-	-	232
Construction in progress	27,943	1,921	(27,068)	2,796
Total capital assets, not being depreciated	28,175	1,921	(27,068)	3,028
Business-type activities capital assets, net	<u>\$ 125,903</u>	<u>\$ 38,323</u>	<u>\$ (27,193)</u>	<u>\$ 137,033</u>

Depreciation expense was charged to functions of the City as follows (in thousands):

Governmental Activities:

General government	\$ 340
Police	697
Fire	693
Education	5,505
Public works	1,930
Culture and recreation	584
Health and human services	8
Community development	674
Communications	806
Total depreciation expense - governmental activities	<u>\$ 11,237</u>

Business-Type Activities:

Waste water	\$ 4,112
Solid waste	1,251
Total depreciation expense - business-type activities	<u>\$ 5,363</u>

8. **Accounts Payable**

Accounts payable represent additional 2009 expenditures paid after June 30, 2009.

9. **Deferred Revenue**

Governmental funds report deferred revenue in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period.

The balance of the General Fund deferred revenues account is equal to the total of all June 30, 2009 receivable balances, except real and personal property taxes that are accrued for subsequent 60 day collections.

10. **Capital Lease Obligations**

The City is the lessee of certain equipment under capital and operating leases expiring in 2011. Future minimum lease payments under the capital and operating leases consisted of the following as of June 30, 2009:

	Governmental
	<u>Fund Types</u>
2010	\$ 29
2011	29
Total minimum lease payments	58
Less amount representing interest	(4)
Present Value of Minimum Lease Payments	<u>\$ 54</u>

11. Long-Term Debt

A. General Obligation Bonds

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both governmental and business-type activities. General obligation bonds and notes currently outstanding are as follows:

	Serial	Interest	Amount
	Maturities	Rate(s) %	Outstanding
<u>Governmental Activities:</u>	<u>Through</u>		<u>as of</u>
			<u>June 30, 2009</u>
Parking garage - Garden and Elm St.	11/9	5.24%	\$ 74,970
Public improvements-City	11/11	5.24%	192,850
Public improvements-School (1997)	11/12	5.24%	779,520
Refunding elem. school/admin bldg. renovation	7/12	5.48%	1,709,500
Refunding bond for school component	7/14	3.66%	1,659,000
Refunding bond for Arts and Science	7/14	3.66%	394,097
Refunding bond for Shady Lane	7/14	3.66%	496,849
Lake St. fire station/comm. system	1/14	4.33%	1,525,000
Amherst St. school renovations	10/9	4.5 - 7.5%	235,000
School land acquisition	10/9	4.5 - 7.5%	350,000
Athletic fields-City	10/9	7.50%	50,000
Southwest quadrant land acquisition	10/9	7.50%	130,000
Citywide communication towers	9/10	5.10%	500,000
Library automation	9/10	5.10%	50,000
NPD hqtr add'l and renov	9/10	5.10%	400,000
NPD CAD system	9/10	5.10%	250,000
Highway and sidewalk construction	9/10	5.10%	120,000
Athletic field-school	9/10	5.10%	400,000
High school construction	9/10	5.10%	4,830,000
High school planning	9/10	5.10%	170,000
School construction	7/12	4.73%	7,750,000
Holman stadium Series C	7/13	6.10%	980,000

(continued)

Municipal Government Report

(continued)

	Serial Maturities	Interest	Amount Outstanding as of
<u>Governmental Activities:</u>	<u>Through</u>	<u>Rate(s) %</u>	<u>June 30, 2009</u>
Refunding for Dr. Crisp/Bicentennial	11/16	2.0 - 4.0%	2,691,018
Refunding for Fairgrounds	11/16	2.0 - 4.0%	42,049
Refunding for New Searles	11/16	2.0 - 4.0%	42,049
Refunding for Fairgrounds/jr. high	11/16	2.0 - 4.0%	2,632,840
Refunding for Ridge Road	11/16	2.0 - 4.0%	42,049
Departmental equipment - buses	3/14	2.5 - 5.0%	92,500
Land acquisition	3/14	2.5 - 5.0%	127,500
Parking facility	3/13	2.0 - 5.0%	515,000
School	3/24	2.0 - 5.0%	34,625,000
Refunding Amherst St School	11/16	2.0 - 4.0%	2,523,620
Refunding school land acq.	11/16	2.0 - 4.0%	3,758,650
Refunding athletic field.-City	11/16	2.0 - 4.0%	536,730
Refunding SW land acq.	11/16	2.0 - 4.0%	1,396,000
Refunding Lake St Fire Station	7/18	3.72%	762,900
Refunding comm system	7/18	3.72%	738,300
Refunding citywide comm towers	7/20	3.78%	2,578,100
Refunding library automation	7/20	3.78%	259,165
Refunding NPD hqtr add'l and renv	7/20	3.78%	2,061,500
Refunding CAD system	7/20	3.78%	1,288,600
Refunding hwy and sidewalk constr	7/20	3.78%	581,597
Refunding Holman Stadium Series A	7/21	3.97%	2,507,500
Refunding athletic field-school	7/20	3.78%	2,049,900
Refunding high school constr	7/20	3.78%	24,844,238
Refunding high school planning	7/20	3.78%	875,700
Refunding school constr series A	7/21	3.86%	18,397,500
Senior Center	7/26	3.95%	2,118,775
Police HVAC system (1)	7/26	3.93%	282,125
Police HVAC system (2)	7/26	3.96%	509,950
Fire - land acquisition	7/26	3.95%	396,000
Fire station	7/26	3.98%	3,348,700
Nashua riverwalk	7/26	3.95%	1,004,650
Bus garage	7/26	3.98%	1,784,800
Total Governmental Activities			<u>\$ 138,461,791</u>

City of Nashua

	Serial Maturities Through	Interest Rate(s) %	Amount Outstanding as of June 30, 2009
<u>Business-Type Activities:</u>			
Solid Waste Disposal Fund:			
Refunding bonds	7/15	3.66%	\$ 122,889
Landfill expansion and closure	2/18	4.22%	1,654,184
Landfill expansion and closure	4/21	4.46%	5,273,438
Multisite landfill - old Nashua	1/23	3.98%	331,093
Multisite landfill - Atherton Park	1/23	3.73%	63,000
Multisite landfill - Roussel/Gardner	5/23	3.73%	1,082,313
Multisite landfill - Shady Lane	5/23	3.73%	164,240
Multisite - Lincoln Park	7/24	3.69%	1,262,784
Multisite - Engineering	7/24	3.72%	840,899
MSW Landfill Closure	7/24	3.69%	5,989,564
Landfill Expansion	4/24	2.89%	6,433,000
Landfill Compactor	4/19	2.20%	832,000
Total Solid Waste Disposal Fund			<u>\$ 24,049,404</u>
Waste Water Treatment Fund:			
Refunding bonds	11/11	5.24%	\$ 940,030
Refunding bonds	11/11	5.24%	42,630
Refunding bonds	7/15	3.66%	92,166
Refunding sewer component	7/15	3.66%	370,500
Sludge digester	8/20	4.16%	5,535,245
Total Waste Water Treatment Fund			<u>\$ 6,980,571</u>
Total Enterprise Fund Bonds and Notes Payable			<u>\$ 31,029,975</u>
Grand Total			<u>\$ 31,029,975</u>

B. Future Debt Service

The annual principal payments to retire all general obligation long-term debt outstanding as of June 30, 2009 are as follows:

<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2010	\$ 12,221,828	\$ 5,787,997	\$ 18,009,825
2011	11,864,346	5,268,920	17,133,266
2012	11,649,833	4,775,678	16,425,511
2013	11,359,612	4,300,026	15,659,638
2014	10,875,389	3,783,464	14,658,853
2015 - 2019	50,715,783	12,022,012	62,737,795
2020 - 2024	28,415,000	2,855,664	31,270,664
2025 - 2029	1,360,000	74,541	1,434,541
Total	<u>\$ 138,461,791</u>	<u>\$ 38,868,302</u>	<u>\$ 177,330,093</u>

Municipal Government Report

<u>Business-Type Activities</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2010	\$ 2,805,711	\$ 1,160,322	\$ 3,966,033
2011	2,613,191	1,046,808	3,659,999
2012	2,612,704	943,191	3,555,895
2013	2,357,926	851,383	3,209,309
2014	2,257,148	768,618	3,025,766
2015 - 2019	10,943,140	2,618,441	13,561,581
2020 - 2024	6,934,338	757,227	7,691,565
2025 - 2029	505,817	18,655	524,472
Total	<u>\$ 31,029,975</u>	<u>\$ 8,164,645</u>	<u>\$ 39,194,620</u>

C. Bond Authorizations

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2009 are as follows:

<u>Purpose</u>	<u>Amount</u>
Broadway Street Parkway Project	\$ 37,600,000
Wastewater Wet Weather Facility and Disinfection Facility	51,325,000
Net Metering Project	500,000
Haines Street Area Sewer Separation Project	1,300,000
Refunding 4/04	14,295,000
Total	<u>\$ 105,020,000</u>

D. Changes in General Long-Term Liabilities

During the year ended June 30, 2009, the following changes occurred in long-term liabilities (in thousands):

	<u>Total Balance 7/1/08</u>	<u>Additions</u>	<u>Reductions</u>	<u>Total Balance 6/30/09</u>	<u>Less Current Portion</u>	<u>Long-Term Portion 6/30/09</u>
<u>Governmental Activities</u>						
Bonds and notes payable	\$ 150,722	\$ -	\$ (12,260)	\$ 138,462	\$ 12,222	\$ 126,240
Compensated absences	16,589	1,138	(1,273)	16,454	1,286	15,168
OPEB	2,990	4,502	(1,695)	5,797	-	5,797
Capital leases	79	-	(25)	54	28	26
Other:						
Unamortized bond premium	4,031	198	(703)	3,526	294	3,232
Totals	<u>\$ 174,411</u>	<u>\$ 5,838</u>	<u>\$ (15,956)</u>	<u>\$ 164,293</u>	<u>\$ 13,830</u>	<u>\$ 150,463</u>

	Total Balance 7/1/08	Additions	Reductions	Total Balance 6/30/09	Less Current Portion	Long-Term Portion 6/30/09
<u>Business-Type Activities</u>						
Bonds and notes payable	\$ 26,062	\$ 7,265	\$ (2,297)	\$ 31,030	\$ 2,806	\$ 28,224
Compensated absences	365	59	(33)	391	35	356
OPEB	125	95	(35)	185	-	185
Capital leases	234	-	(234)	-	-	-
Other:						
Unamortized bond premium	-	136	-	136	10	126
Landfill closure and post-closure	4,522	497	-	5,019	-	5,019
Totals	\$ <u>31,308</u>	\$ <u>8,052</u>	\$ <u>(2,599)</u>	\$ <u>36,761</u>	\$ <u>2,851</u>	\$ <u>33,910</u>

E. Debt Refundings

1. Advance Refunding of Serial Bonds Issued January 15, 1999

On December 15, 2006, the City issued general obligation bonds in the amount of \$ 1,501,200 with interest rates ranging from 3.500% to 5.000% to advance refund \$ 1,525,000 serial bonds with interest rates ranging from 4.400% to 4.700%. The serial bonds mature January 15, 2015 through January 15, 2019 and are callable on January 15, 2009. The general obligation bonds were issued at a true interest cost of 3.8574%. Of the net proceeds from the issuance of the general obligation bonds, \$ 1,555,823 was used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on January 15, 2009. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by \$ 95,301, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$ 46,688.

Defeased debt still outstanding at June 30, 2009 is \$ 1,525,000.

2. Advance Refunding of Serial Bonds Issued September 15, 2000

On December 15, 2006, the City issued general obligation bonds in the amount of \$ 34,663,800 with interest rates ranging from 3.500% to 5.000% to advance refund \$ 33,555,000 serial bonds with interest rates ranging from 4.800% to 5.375%. The serial bonds mature September 15, 2011 through

September 15, 2020 and are callable on September 15, 2010. The general obligation bonds were issued at a true interest cost of 3.8976%. Of the net proceeds from the issuance of the general obligation bonds, \$ 35,755,607 was used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on September 15, 2010. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by \$ 1,813,522, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$ 1,349,828.

Defeased debt still outstanding at June 30, 2009 is \$ 6,720,000.

3. Advance Refunding of Serial Bonds Issued January 15, 2002 Series A

On December 15, 2006, the City issued general obligation bonds in the amount of \$ 21,055,000 with interest rates ranging from 3.500% to 5.000% to advance refund \$ 19,780,000 serial bonds with interest rates ranging from 5.000% to 5.500%. The serial bonds mature July 15, 2013 through July 15, 2021 and are callable on July 15, 2012. The general obligation bonds were issued at a true interest cost of 3.9796%. Of the net proceeds from the issuance of the general obligation bonds, \$ 21,686,998 was used to purchase U.S. government securities and those securities were deposited in an irrevocable trust with an escrow agent to provide debt service payments until the serial bonds are called on July 15, 2012. The advance refunding met the requirements of an in-substance debt defeasance and the serial bonds were removed from the City's financial statements.

As a result of the advance refunding, the City reduced its total debt service cash flow requirements by \$ 803,221, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of \$ 730,432.

Defeased debt still outstanding at June 30, 2009 is \$ 7,750,000.

12. Landfill Closure and Postclosure Care Costs

State and Federal laws and regulations require the City to place a final cover on its landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site for thirty years after closure. Although closure and postclosure care costs will be paid only near or after the date that the landfill stops accepting waste, the City reports a portion of these closure and postclosure care costs as a liability in the financial statements in each period based on landfill capacity used as of each balance sheet date.

The \$ 5,019,280 reported as landfill closure and postclosure care liability at June 30, 2009 is comprised of \$ 1,457,500 of postclosure care cost for the MSW Landfill, and \$ 3,561,780 in closure and postclosure care cost for the new Phase I Lined Landfill (based on the use of 87% of the estimated capacity of this landfill). The City expects to close the Phase I Lined Landfill in 2010. The City will recognize the remaining estimated cost of closure and postclosure care of this landfill as the remaining capacity is filled. The actual life of the landfill may be longer due to recycling efforts. Actual cost may be higher due to inflation, changes in technology, or changes in regulations.

After completion of all phases of landfill expansion, the total landfill life expectancy, at the current fill rate, should exceed 25 years.

13. Restricted Net Assets

The accompanying entity-wide financial statements report restricted net assets when external constraints from grantors or contributors are placed on net assets.

Permanent fund restricted net assets are segregated between nonexpendable and expendable. The nonexpendable portion represents the original restricted principal contribution, and the expendable represents accumulated earnings which are available to be spent based on donor restrictions.

14. Reserves and Designations of Fund Equity

“Reserves” of fund equity are established to segregate fund balances which are either not available for expenditure in the future or are legally set aside for a specific future use. Fund “designations,” which are not legally required segregations, have also been established to indicate tentative plans for future financial utilization.

The following types of reserves and designations are reported at June 30, 2009:

Reserved for Encumbrances and Continuing Appropriations - An account used to segregate that portion of fund balance committed for expenditure of financial resources upon vendor performance.

Reserved for Perpetual Permanent Funds - Represents the principal of the nonexpendable trust fund investments. The balance cannot be spent for any purpose; however, it may be invested and the earnings may be spent.

Reserved for Other Specific Purposes - Represents the amount of fund balance reserved for tax deeded property.

Unreserved - Designated - Represents the amount of fund balance management has set aside for future items including: potential future abatements of \$ 1,500,000, and potential arbitrage of \$ 150,000.

15. Commitments and Contingencies

Outstanding Lawsuits - There are several pending lawsuits in which the City is involved. The City's management is of the opinion that the potential future settlement of such claims would not materially affect its financial statements taken as a whole.

Grants - Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by the grantor cannot be determined at this time, although the City expects such amounts, if any, to be immaterial.

16. Subsequent Events

Subsequent to June 30, 2009, the City has incurred the following additional debt:

	<u>Amount</u>	<u>Interest Rates</u>	<u>Issue Date</u>	<u>Maturity Date</u>
Waste Water Wet Weather Treatment Facility State Revolving Loan	\$ 14,700,000	3.74%	08/19/09	08/19/29

17. Post-Employment Health Care Benefits

During the year, the City implemented GASB Statement 45, *Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions*. Statement 45 requires governments to account for other post-employment benefits (OPEB), primarily healthcare, on an accrual basis rather than on a pay-as-you-go basis. The effect is the recognition of an actuarially required contribution as an expense on the statement of revenues, expenses, and changes in net assets when a future retiree earns their post-employment benefits, rather than when they use their post-employment benefit. To the extent that an entity does not fund their actuarially required contribution, a post-employment benefit liability is recognized on the Statement of Net Assets over time.

A. Plan Description

In addition to providing the pension benefits described, the City provides post-employment health care and life insurance benefits for retired employees through the City's plan. The benefits, benefit levels, employee contributions and employer contributions are governed by RSA 100-A:50. As of July 1, 2007, the actuarial valuation date, approximately 711 retirees and 2,634 active employees meet the eligibility requirements. The plan does not issue a separate financial report.

B. Benefits Provided

The City provides medical insurance to retirees and their covered dependents. All active employees who retire from the City and meet the eligibility criteria will receive these benefits.

C. Funding Policy

In general, retirees and their spouses pay 100% of coverage.

D. Annual OPEB Costs and Net OPEB Obligation

The City's fiscal 2009 annual OPEB expense is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost per year and amortize the unfunded actuarial liability over a period of thirty years. The following table shows the components of the City's annual OPEB cost for the year ending June 30, 2009, the amount actually contributed to the plan, and the change in the City's net OPEB obligation based on an actuarial valuation as of July 1, 2007.

Annual Required Contribution (ARC)	\$ 4,597,000
Interest on net OPEB obligation	-
Annual OPEB cost	4,597,000
Contributions made	(1,730,000)
Increase in net OPEB obligation	2,867,000
Net OPEB obligation - beginning of year	3,115,000
Net OPEB obligation - end of year	\$ 5,982,000

The City's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation were as follows:

Municipal Government Report

<u>Fiscal year ended</u>	<u>Annual OPEB Cost</u>	<u>Percentage of OPEB Cost Contributed</u>	<u>Net OPEB Obligation</u>
2009	\$ 4,597,000	62.4%	\$ 2,867,000

The City's net OPEB obligation as of June 30, 2009 is recorded as OPEB liabilities line on the Statements of Net Assets.

E. Funded Status and Funding Progress

The funded status of the plan as of July 1, 2007, the date of the most recent actuarial valuation was as follows:

Actuarial accrued liability (AAL)	\$ 42,699,000
Actuarial value of plan assets	-
Unfunded actuarial accrued liability (UAAL)	\$ 42,699,000
Funded ratio (actuarial value of plan assets/AAL)	0%
Covered payroll (active plan members)	\$ 102,640,996
UAAL as a percentage of covered payroll	42%

Actuarial valuations of an ongoing plan involve estimates of the value of reported amount and assumptions about the probability of occurrence of events far into the future. Examples included assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information that shows whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

F. Actuarial Methods and Assumptions

Projections of benefits for financial reporting purposes are based on the plan as understood by the City and the plan members and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the City and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the July 1, 2007 actuarial valuation the Entry Age Normal method was used. The actuarial value of assets was not determined as the City has not advance

funded its obligation. The actuarial assumptions included a 5.00% investment rate of return and an initial annual healthcare cost trend rate of 13.5% which decreases to a 5.00% long-term rate for all healthcare benefits in 2015. The amortization costs for the initial UAAL is a level percentage of payroll for a period of 30 years, on a closed basis. This has been calculated assuming the amortization payment increases at a rate of 4.50%.

18. Retirement System

The City follows the provisions of GASB Statement No. 27, *Accounting for Pensions for State and Local Government Employees*, (as amended by GASB 50) with respect to the employees' retirement funds.

New Hampshire Retirement System

A. Plan Description

Full-time employees participate in the State of New Hampshire Retirement System (the System), a multiple-employer contributory pension plan and trust established in 1967 by RSA 100-A:2 and is qualified as a tax-exempt organization under Sections 401(a) and 501(a) of the Internal Revenue Code. The plan is a contributory, defined benefit plan providing service, disability, death and vested retirement benefits to members and their beneficiaries. Substantially all full-time state employees, public school teachers and administrators, permanent firefighters and permanent police officers within the State of New Hampshire are eligible and required to participate in the system. Full-time employees of political subdivisions, including counties, municipalities and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation.

The New Hampshire Retirement System, a Public Employees Retirement System (PERS), is divided into two membership groups. State or local employees and teachers belong to *Group I*. Police officers and firefighters belong to *Group II*. All assets are held in a single trust and are available to each group, funding policies, vesting requirements, contribution requirements and plan assets available to pay benefits are disclosed in the System's annual report available from the New Hampshire Retirement System located at 4 Chenell Drive, Concord, New Hampshire 03301-8509.

B. Funding Policy

Plan members are required to contribute between 5% and 9.3% of annual covered compensation to the pension plan. The City makes annual contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100-A:16, and range from 5.8% to 15.92% of covered compensation. The City's contributions to the System for the years ended June 30, 2009, 2008, and 2007 were \$ 9,137,592, \$ 8,592,318, and \$ 6,230,122, respectively, which were equal to its annual required contributions for each of these years.

Public Works Employees' Retirement System

C. Plan Description and Contribution Information

All Public Works employees of the City are members of the Public Works Employees' Retirement System (the System), a single employer-defined benefit PERS. Eligible employees must participate in the System. The pension plan provides pension benefits and death and disability benefits to employees reaching age 60, provided they have accumulated 10 years of service. A City ordinance passed in 1947 established the System which is administered by a five-member Board of Trustees. Amendments to benefit provisions are made by the Board of Trustees with the concurrence of the Board of Aldermen. The Public Works Employees' Retirement System does not issue independent financial statements.

Membership of each plan consisted of the following at July 1, 2008, the date of the latest actuarial valuation:

Retirees and beneficiaries receiving benefits	77
Terminating plan members entitled to but not yet receiving benefits	-
Active plan members	<u>165</u>
Total	<u><u>242</u></u>

The City employees each contribute 9.15% of their base salary, as specified by ordinance. The City's contribution is determined by the actuarial valuation.

Schedule of Employer Contributions:

<u>Year Ended</u> <u>June 30</u>	<u>Annual Required</u> <u>Contribution</u>	<u>Percentage</u> <u>Contributed</u>
2004	\$ 679,643	100%
2005	\$ 683,137	100%
2006	\$ 687,094	100%
2007	\$ 660,768	100%
2008	\$ 675,065	100%
2009	\$ 681,750	100%

D. Summary of Significant Accounting Policies

Basis of Accounting - Contributory retirement system financial statements are prepared using the accrual basis of accounting. Plan member contributions are recognized in the period in which the contributions are due.

Employer contributions are recognized when due and the employer has made a formal commitment to provide the contributions. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan.

Method Used to Value Investments - Investments are reported at fair value.

E. Funded Status and Funding Progress

The information presented below is from the Public Works Employees' Retirement System's most recent valuation (in thousands):

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) - Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percent- age of Covered Payroll [(b-a)/c]
07/01/08	\$ 30,812	\$ 33,806	\$ 2,994	91.1%	\$ 7,825	38.3%

The Schedule of Funding Progress following the notes to the financial statements presents multi-year trend information about the actuarial value of plan assets relative to the actuarial accrued liability for benefits.

F. Actuarial Methods and Assumptions

The annual required contribution for the current year was determined as part of the actuarial valuation using the Entry Age Actuarial Cost Method. Under this method an unfunded actuarial accrued liability of \$ 3,110 million was calculated. The actuarial assumptions included (a) 7.25% investment rate of return and (b) a projected salary increase of 3.00% per year. The actuarial value of assets is determined by using a five-year Smoothed asset value. An adjustment is then applied to recognize the difference between the actual investment return and expected return over a five-year period. As of June 30, 2009, the unfunded actuarially accrued liability is being amortized over 13 years.

G. State on-behalf Payments

In fiscal year 2009, the State of New Hampshire contributed \$ 3,740,796 to the NHRS on behalf of the City. This is included in the expenditures and inter-governmental revenues in the general fund.

19. Self Insurance

The City self insures against claims for workers compensation, general liability, property, unemployment and employee health coverage. Annual estimated requirements for claims are provided in the City's annual operating budget.

Health Insurance

The City contracts with insurance carriers for claims processing. Under the terms of the insurance coverage, the employee is only liable for the cost sharing premiums and co-pays. The City retains the risk to \$ 200,000 and maintains excess insurance for claims that exceed \$ 200,000. The claims liability represents an estimate of claims incurred but unpaid at year end, based on past historical costs and claims paid subsequent to year end.

General Liability/Workers' Compensation

The City is self-administered for claims processing of the City's workers' compensation, property, and casualty programs. The workers' compensation, property, and casualty liabilities represent an estimate of future costs based on historical analysis of similar claims.

Changes in the aggregate liability for claims for the year ended June 30, 2009 are as follows:

	Year Ended <u>June 30, 2009</u>	Year Ended <u>June 30, 2008</u>
Claims liability, beginning of year	\$ 9,362,568	\$ 9,772,374
Claims incurred/recognized	26,568,968	27,804,915
Claims paid	<u>(25,489,280)</u>	<u>(28,214,721)</u>
Claims liability, end of year	\$ <u>10,442,256</u> *	\$ <u>9,362,568</u> *

* This liability is considered to be all current.

20. Risk Management

The government is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the government carries commercial insurance. There were no significant reductions in insurance coverage from the previous year and have been no material settlements in excess of coverage in any of the past three fiscal years.

NASHUA AIRPORT AUTHORITY FOOTNOTES

Municipal Government Report

150 Years Ago...

From the Sixth Annual Report of the Finance Committee of the City of Nashua (1858 – 1859)

SALARIES OF CITY OFFICERS.	
Amount appropriated March, 1858,	\$2500 00
<i>Expenditures.</i>	
Paid Albin Beard, Mayor,	300 00
Charles E. Merrill, City Clerk and Auditor,	400 00
E. P. Emerson, City Treasurer,	50 00
T. G. Banks, City Marshal,	200 00
Paris H. Hill, asst. do.,	75 00
D. F. Whittle, City Solicitor,	100 00
J. C. Garland, City Physician in 1857,	19 84
J. K. Marshall, Assessor, bal. 1857,	10 00
do. bal. 1858,	4 00
F. Chase, do. bal. 1857,	10 00
Wm. K. Davis, do. bal. 1857,	10 00
do. 1858,	95 40
R. Spalding, Jr., do. in 1857,	48 00
Jacob Hall, do. bal. 1857,	10 00
do. 1858,	68 00
David Roby, do. bal. 1857,	11 25
H. C. Tolles do.,	9 50
Josiah Cain, do. 1858,	63 00
R. Godfrey, do.,	53 00
F. Foster, do.,	47 00
Wm. Adams, do.,	40 00
Luther Warren, do.,	42 00
J. F. Andrews, do.,	43 00
M. W. Willis, Sup. School Committee to March 16,	53 80
Amount carried forward,	\$1762 79
Amount brought forward,	\$1762 79
Paid Wm. H. Eaton, do.,	52 50
H. H. Hartwell, do. in 1858,	53 50
E. M. Kellogg, do.,	39 50
J. C. Garland, district No. 3, 1857,	65 00
E. L. Griffin, do. 1858,	15 00
Wm. A. Tracy, Overseer of the Poor,	117 17
L. P. Sawyer, do.,	98 50
T. G. Banks, Health Officer,	25 00
A. Longley, do.,	15 75
C. H. Sackrider, Clerk Common Council,	50 00
F. Munroe, Chief Engineer,	50 00
Balance undrawn,	\$2344 71
	<u>\$155 29</u>

NASHUA AIRPORT AUTHORITY
NOTES TO FINANCIAL STATEMENTS

June 30, 2009 and 2008

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Nashua Airport Authority ("the Authority") conform to accounting principles generally accepted in the United States of America for local governmental units, except as indicated hereinafter. The following is a summary of significant accounting policies.

1. Financial Reporting Entity

The Authority was established on August 27, 1961 by legislative act as a separate legal entity. The Authority is located at Boire Field in Nashua, New Hampshire and provides air traffic control services as well as airplane tie-down rentals. The Authority meets the criteria as a component unit of the City of Nashua, New Hampshire ("the City"). Such criteria includes appointment of the board of directors by the Mayor of the City, debt service guarantees by the City, inclusion of the Authority's employees in the City's retirement system (New Hampshire Retirement System) and budgetary appropriations from the City.

2. Basis of Accounting

The financial statements are presented on the accrual basis of accounting, wherein revenues are recognized when earned and expenses are recognized when incurred. Government Accounting Standards Board ("GASB") Statement No. 20 requires proprietary activities to apply all GASB pronouncements as well as Financial Accounting Standards Board ("FASB") pronouncements issued on or before November 30, 1989, unless these pronouncements conflict or contradict GASB pronouncements. The Authority has elected not to apply FASB pronouncements issued after November 30, 1989.

3. Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results may differ from those estimates. Significant estimates include depreciation expense.

4. Assets, Liabilities, and Net Assets

Investments - Investments are recorded at their fair value. Certificates of deposit with a maturity of greater than ninety days from the date of issuance are included in investments.

Accounts Receivable - At June 30, 2009 and 2008, accounts receivable includes unpaid tie-down fees and land lease rental fees. An allowance for estimated uncollected receivables is not deemed necessary as of June 30, 2009 or 2008.

Capital Assets - Capital assets are recorded at cost. Depreciation is recorded using the straight-line method over the estimated useful lives of the related assets. Estimated useful lives are as follows:

	<u>Years</u>
Land improvements	5-25
Buildings and improvements	10-39
Equipment	3-30

Compensated Absences - Employees earn vacation and sick leave as they provide services. Employees earn 1.25 sick days per month and may accumulate up to a maximum of ninety days sick leave. Any unused sick leave will be paid only upon retirement. Vacation amounts accrue according to length of employment. Up to 50% of total eligible vacation days may be carried forward to the next year. The current portion of the liability for compensated absences represents amounts payable within one year.

5. Revenues and Expenses

Operating Revenues and Expenses - Operating revenues and expenses for the Authority are those that result from providing services and producing and delivering goods in connection with its principal ongoing operations. Operating expenses include the cost of sales and services, administrative expenses, and depreciation on capital assets. It also includes all revenue and expenses not related to capital and related financing or investing activities.

Capital Contributions - Funds received from other governments for the purpose of constructing assets are recorded as capital contributions.

Other Post-Employment Benefits - Other Post-Employment Benefit Obligations required by Government Accounting Standard Number 45 is not material to these financial statements.

NOTE 2 - DEPOSITS AND INVESTMENTS

Deposits and investments as of June 30, 2009 and 2008 are classified in the accompanying financial statements as follows:

	<u>2009</u>	<u>2008</u>
Statement of Net Assets:		
Cash and cash equivalents	\$ 101,603	\$ 149,480
Investments	<u>673,845</u>	<u>602,313</u>
Total deposits and investments	<u>\$ 775,448</u>	<u>\$ 751,793</u>

Deposits and investments at June 30, 2009 and 2008 consist of the following:

	<u>2009</u>	<u>2008</u>
Cash on hand	\$ 100	\$ 100
Deposits with financial institutions	<u>775,348</u>	<u>751,693</u>
Total deposits and investments	<u>\$ 775,448</u>	<u>\$ 751,793</u>

The Authority's investment policy requires that deposits and investments be made in New Hampshire based financial institutions that are participants in one of the federal depository insurance programs. The Authority limits its investments to demand deposits, money market accounts, and certificates of deposit.

Custodial Credit Risk

Custodial credit risk for deposits is the risk that in the event of a bank failure, the Authority's deposits may not be returned to it. The Authority's deposits with financial institutions are fully insured for \$ 744,704 and \$ 44,704 is uninsured and uncollateralized at June 30, 2009. The Authority's deposits are fully insured at June 30, 2009.

NOTE 3 - DUE FROM OTHER GOVERNMENTS

Receivables from other governments consist of receivables due from various federal and state funding. All receivables are considered collectible in full and will be received within one year. A summary of the principal items of intergovernmental receivables as of June 30, 2009 and 2008 is as follows:

	<u>2009</u>	<u>2008</u>
State and Federal share of Federal Aviation Grants - Administration projects	<u>\$ 238,307</u>	<u>\$ 49,134</u>

NOTE 4 - CAPITAL ASSETS

The following is a summary of changes in capital assets during the years ended June 30, 2009 and 2008:

	Balance 7/1/2008	Additions	Reductions	Balance 6/30/2009
Capital assets not being depreciated:				
Land	\$ 1,995,474	\$ -	\$ -	\$ 1,995,474
Construction in progress	166,652	526,773	-	693,425
Total capital assets not being depreciated	<u>2,162,126</u>	<u>526,773</u>	<u>-</u>	<u>2,688,899</u>
Other capital assets:				
Land improvements	5,999,009	-	-	5,999,009
Buildings and improvements	1,510,467	5,080	-	1,515,547
Equipment	935,496	16,833	-	952,329
Total other capital assets at historical cost	<u>8,444,972</u>	<u>21,913</u>	<u>-</u>	<u>8,466,885</u>
Less accumulated depreciation for:				
Land improvements	(3,327,880)	(229,984)	-	(3,557,864)
Buildings and improvements	(595,189)	(41,610)	-	(636,799)
Equipment	(531,474)	(35,511)	-	(566,985)
Total accumulated depreciation	<u>(4,454,543)</u>	<u>(307,105)</u>	<u>-</u>	<u>(4,761,648)</u>
Total other capital assets, net	<u>3,990,429</u>	<u>(285,192)</u>	<u>-</u>	<u>3,705,237</u>
Total capital assets, net	<u>\$ 6,152,555</u>	<u>\$ 241,581</u>	<u>\$ -</u>	<u>\$ 6,394,136</u>

	Balance 7/1/2007	Additions	Reductions	Balance 6/30/2008
Capital assets not being depreciated:				
Land	\$ 1,995,474	\$ -	\$ -	\$ 1,995,474
Construction in progress	-	166,652	-	166,652
Total capital assets not being depreciated	<u>1,995,474</u>	<u>166,652</u>	<u>-</u>	<u>2,162,126</u>
Other capital assets:				
Land improvements	5,997,574	1,435	-	5,999,009
Buildings and improvements	1,510,467	-	-	1,510,467
Equipment	935,496	-	-	935,496
Total other capital assets at historical cost	<u>8,443,537</u>	<u>1,435</u>	<u>-</u>	<u>8,444,972</u>
Less accumulated depreciation for:				
Land improvements	(3,085,871)	(242,009)	-	(3,327,880)
Buildings and improvements	(553,959)	(41,230)	-	(595,189)
Equipment	(490,108)	(41,366)	-	(531,474)
Total accumulated depreciation	<u>(4,129,938)</u>	<u>(324,605)</u>	<u>-</u>	<u>(4,454,543)</u>
Total other capital assets, net	<u>4,313,599</u>	<u>(323,170)</u>	<u>-</u>	<u>3,990,429</u>
Total capital assets, net	<u>\$ 6,309,073</u>	<u>\$ (156,518)</u>	<u>\$ -</u>	<u>\$ 6,152,555</u>

NOTE 5 - PENSION PLAN

1. Plan Description

The Authority contributes to the New Hampshire Retirement System (NHRS), a cost-sharing multiple-employer defined benefit pension plan administered by the NHRS Board of Trustees. The plan provides services, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature. The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 54 Regional Drive, Concord, New Hampshire 03301.

2. Funding Policy

Covered general employees are required to contribute 5.0% of their covered salary and the Authority is required to contribute at an actuarially determined rate. The Authority's contribution rate was 8.74% and 6.81% of covered payroll for general employees during the years ended June 30, 2009 and 2008, respectively. The Authority contributes 100% of the employer cost for general employees.

Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature and employer contribution rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The Authority's contributions to the NHRS for the years ending June 30, 2009, 2008, and 2007 were \$ 17,896, \$ 17,485, and \$ 13,642, respectively, equal to the required contributions for each year.

NOTE 6 - OPERATING LEASE

The Authority leases land from the City of Nashua, New Hampshire under a master lease commencing October 8, 1974. The lease expires December 31, 2047. The rent for the term of the lease is \$ 1.

The Authority subleases a portion of this land pursuant to twenty year operating leases. The base rent is adjusted biannually by the consumer price index. As of June 30, 2009 and 2008, yearly lease income was \$ 266,746 and \$ 256,774, respectively.

The Authority also leases the control tower under terms of a lease, which expires August 13, 2020. The rent for the term of the lease is \$ 1.

NOTE 7 - NET ASSETS

Unrestricted net assets as of June 30, 2009 and 2008 are as follows:

	<u>2009</u>	<u>2008</u>
Designated for -		
Capital improvements/equipment	\$ 538,891	\$ 552,314
Project capital improvements/equipment	27,997	42,081
Safety related expenditures	<u>4,538</u>	<u>4,137</u>
	571,426	598,532
Undesignated	<u>74,629</u>	<u>35,116</u>
	<u>\$ 646,055</u>	<u>\$ 633,648</u>

NOTE 8 - CONTINGENCIES

1. Litigation

Authority officials estimate that any potential claims against the Authority, which are not covered by insurance, are immaterial and would not affect the financial position of the Authority.

2. Federal Grants

The Authority participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of expenses which may be disallowed by the granting agency cannot be determined at this time, although the Authority expects such amounts, if any, to be immaterial.

CITY OF NASHUA, NEW HAMPSHIRE
SCHEDULE OF FUNDING PROGRESS
REQUIRED SUPPLEMENTARY INFORMATION
June 30, 2009
(Unaudited)

Employees' Retirement System

Actuarial Valuation <u>Date</u>	Actuarial Value of Assets <u>(a)</u>	Actuarial Accrued Liability (AAL) - Entry Age <u>(b)</u>	Unfunded AAL (UAAL) <u>(b-a)</u>	Funded Ratio <u>(a/b)</u>	Covered Payroll <u>(c)</u>	UAAL as a Percent- age of Covered Payroll <u>[(b-a)/c]</u>
07/01/02 ⁽¹⁾	N/A	N/A	N/A	N/A	N/A	N/A
07/01/03 ⁽²⁾	\$ 21,189,323	\$ 25,920,563	\$ 4,731,240	81.7%	\$ 7,088,854	66.7%
07/01/04 ⁽¹⁾	N/A	N/A	N/A	N/A	N/A	N/A
07/01/05 ⁽²⁾	\$ 24,815,269	\$ 30,380,730	\$ 5,565,461	81.7%	\$ 7,523,058	74.0%
07/01/06	\$ 26,908,901	\$ 32,653,431	\$ 5,744,530	82.4%	\$ 7,328,287	78.4%
07/01/07	\$ 29,114,571	\$ 32,224,753	\$ 3,110,182	90.3%	\$ 7,152,736	43.5%
07/01/08	\$ 30,812,052	\$ 33,806,248	\$ 2,994,196	91.1%	\$ 7,524,229	39.8%

⁽¹⁾ The Aggregate Method was used which does not identify or separately amortize unfunded actuarial liabilities.

⁽²⁾ The Entry Age Actuarial Cost Method was used.

Other Post-Employment Benefits

Actuarial Valuation <u>Date</u>	Actuarial Value of Assets <u>(a)</u>	Actuarial Accrued Liability (AAL) - Entry Age <u>(b)</u>	Unfunded AAL (UAAL) <u>(b-a)</u>	Funded Ratio <u>(a/b)</u>	Covered Payroll <u>(c)</u>	UAAL as a Percent- age of Covered Payroll <u>[(b-a)/c]</u>
06/30/07	\$ -	\$ 42,699,000	\$ 42,699,000	0.0%	\$ 102,640,996	42%

See Independent Auditors' Report.

COMBINING FINANCIAL STATEMENTS

NON-MAJOR GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for resources obtained and expended for specified purposes and restricted by law or local action.

Special Revenue Funds are established for the following purposes:

- Police Grants: to account for federal and State grants for the Police Department.
- Fire Grants: to account for federal and State grants for the Fire Department.
- Community Health and Services Grants: to account for federal and State health and human services grants.
- Parks and Recreation Grants: to account for federal and State parks and recreation grants.
- Transit Grants: to account for federal and State transportation grants.
- CDBG/Home Grants: to account for the Community Development Block and HOME grants.
- Community Development Division Grants: to account for the federal and State grants for the Community Development Department.
- Homeland Security Grants: to account for federal and homeland security grants.
- Other City Grants: to account for all other City grants.
- Food Services: to account for the School Department's Food Service Program.
- School Grants: to account for the School Department's federal, State and local grants.
- City Revolving Funds: to account for the City's revolving funds.
- School Revolving Funds: to account for the School Department's revolving funds, other than Food Service.
- Trust Reserve Funds: to account for the City's Capital and Non-Capital Reserve Funds.
- Other Trust Funds: to account for other City's Trust Funds.

CAPITAL PROJECT FUNDS

Capital Project Funds are established to account for resources obtained and expended for the acquisition of major capital facilities or equipment other than those employed in the delivery of services accounted for in Enterprise Funds.

The current funds were established for the following purposes:

- Public Works Projects: to account for Public Works Department Capital Projects.
- Community Development Projects: to account for Community Development Department Capital Projects.
- School Department Projects: to account for School Department Capital Projects.
- Other Projects: to account for Other Capital Projects.

PERMANENT FUNDS

Permanent Funds are established to account for certain assets held by the City in a fiduciary capacity as trustee. The following is a description of City Permanent Funds:

- Cemetery Permanent Funds: to account for the City's Cemetery Funds.
- Library Permanent Funds: to account for the City's Library Funds.
- Other Permanent Funds: to account for Other Nonexpendable Funds.

150 Years Ago...

From the Sixth Annual Report of the Finance Committee of the City of Nashua (1858 – 1859)

CITY HALL EXPENSES.

Amount appropriated Feb. 1859,	100 00	
Receipts from Hall and licenses,	478 46	
	<hr/>	\$578 46
<i>Expenditures.</i>		
Paid Nashua Gas Light Co., gas for Hall and offices,	274 90	
F. Chase & Co., coal,	44 00	
John H. Gage, do.,	69 75	
E. J. Rideout, charcoal,	14 70	
R. Woodward, do.,	3 00	
R. Goodrich, wood,	6 00	
T. G. Banks, do.,	9 00	
T. W. Gillis, do.,	6 56	
Pennichuck Water Works, water rent,	25 00	
R. Willey & Co., soap for cleaning,	2 34	
Jona. Hosmer, moving clock,	50	
C. Greenwood, Agt. insurance on building,	50 00	
J. A. Devereux, repairs gas fixtures,	3 14	
E. Gerry, repairs lightning rods,	3 00	
J. K. Greene, conductor, &c., for stove,	4 37	
G. & S. McQuesten, boards to repair balcony,	2 29	
A. Fisher, lumber for do.,	37	
J. A. Cochran, repairing windows,	1 75	
Russell & Boynton, repairing stoves, pipes, &c.,	21 19	
J. & A. J. Rockwood, setting glass,	5 64	
Wm. D. Harris, repairing locks, &c.,	1 25	
C. E. Merrill, charge of building, collecting rents, &c.,	25 00	
	<hr/>	\$573 75
Balance undrawn,		<hr/> <hr/> \$4 71

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2009

	Special Revenue Funds			
	Police Grants	Fire Grants	Community Health & Services Grants	Parks & Recreation Grants
<u>ASSETS</u>				
Cash and short term investments	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	-	-
Intergovernmental receivables	12,156	4,791	181,139	-
Loans receivable	-	-	-	-
Due from other funds	<u>177,713</u>	<u>5,555</u>	<u>-</u>	<u>18,239</u>
Total Assets	<u>\$ 189,869</u>	<u>\$ 10,346</u>	<u>\$ 181,139</u>	<u>\$ 18,239</u>
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accounts payable	\$ 378	\$ 952	\$ 81,591	\$ -
Accrued liabilities	4,188	-	6,689	5,418
Deferred revenue	167,610	504	33,677	-
Due to other funds	<u>-</u>	<u>-</u>	<u>29,015</u>	<u>-</u>
Total Liabilities	172,176	1,456	150,972	5,418
Fund Equity:				
Reserved for encumbrances	2,937	360	59,904	-
Reserved for perpetual permanent funds	-	-	-	-
Unreserved:				
Undesignated				
Special revenue funds	14,756	8,530	(29,737)	12,821
Capital project funds	-	-	-	-
Permanent funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>17,693</u>	<u>8,890</u>	<u>30,167</u>	<u>12,821</u>
Total Liabilities and Fund Equity	<u>\$ 189,869</u>	<u>\$ 10,346</u>	<u>\$ 181,139</u>	<u>\$ 18,239</u>

City of Nashua

Special Revenue Funds				
<u>Transit Grants</u>	<u>CDBG/Home Grants</u>	<u>Community Development Division Grants</u>	<u>Homeland Security Grants</u>	<u>Other City Grants</u>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
-	-	-	-	-
142,878	108,812	123,603	114,430	-
-	-	507,859	-	-
<u>180,709</u>	<u>-</u>	<u>217,543</u>	<u>-</u>	<u>27,043</u>
<u>\$ 323,587</u>	<u>\$ 108,812</u>	<u>\$ 849,005</u>	<u>\$ 114,430</u>	<u>\$ 27,043</u>
\$ 126,648	\$ 82,193	\$ 56,153	\$ -	\$ -
2,304	3,272	5,589	-	-
2,791	1,000	18,000	4,357	-
<u>-</u>	<u>22,347</u>	<u>-</u>	<u>105,715</u>	<u>-</u>
131,743	108,812	79,742	110,072	-
993,358	267,859	272,786	-	-
-	-	-	-	-
(801,514)	(267,859)	496,477	4,358	27,043
-	-	-	-	-
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>191,844</u>	<u>-</u>	<u>769,263</u>	<u>4,358</u>	<u>27,043</u>
<u>\$ 323,587</u>	<u>\$ 108,812</u>	<u>\$ 849,005</u>	<u>\$ 114,430</u>	<u>\$ 27,043</u>

(continued)

Municipal Government Report

(continued)

	Special Revenue Funds			
	Food Services	School Grants	City Revolving Funds	School Revolving Funds
<u>ASSETS</u>				
Cash and cash equivalents	\$ -	\$ -	\$ -	\$ -
Investments	-	-	-	-
Departmental and other receivables	-	-	182,628	16,718
Intergovernmental receivables	172,918	3,563,542	-	347,476
Loans receivable	-	-	-	-
Due from other funds	177,497	-	3,917,315	1,525,833
	<u>177,497</u>	<u>-</u>	<u>3,917,315</u>	<u>1,525,833</u>
Total Assets	\$ <u>350,415</u>	\$ <u>3,563,542</u>	\$ <u>4,099,943</u>	\$ <u>1,890,027</u>
<u>LIABILITIES AND FUND EQUITY</u>				
Liabilities:				
Accounts payable	\$ 58,943	\$ 238,552	\$ 86,274	\$ 171,070
Accrued liabilities	8,531	454,935	33,787	7,575
Deferred revenue	8,285	27,104	50,961	73,602
Due to other funds	-	2,820,512	-	-
	<u>-</u>	<u>2,820,512</u>	<u>-</u>	<u>-</u>
Total Liabilities	75,759	3,541,103	171,022	252,247
Fund Equity:				
Reserved for encumbrances	145	162,060	108,961	7,412
Reserved for perpetual permanent funds	-	-	-	-
Unreserved:				
Undesignated				
Special revenue funds	274,511	(139,621)	3,819,960	1,630,368
Capital project funds	-	-	-	-
Permanent funds	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	274,656	22,439	3,928,921	1,637,780
Total Liabilities and Fund Equity	\$ <u>350,415</u>	\$ <u>3,563,542</u>	\$ <u>4,099,943</u>	\$ <u>1,890,027</u>

City of Nashua

Special Revenue Funds			Capital Project Funds	
Trust Reserve Funds	Other Trust Funds	Subtotal	Public Works Projects	Community Development Projects
\$ 3,395,029	\$ 5,531,844	\$ 8,926,873	\$ -	\$ -
2,556,015	1,385,170	3,941,185	-	-
17,546	9	216,901	33,780	-
-	-	4,771,745	853,983	-
-	-	507,859	-	-
-	-	6,247,447	444,945	34,308
<u>\$ 5,968,590</u>	<u>\$ 6,917,023</u>	<u>\$ 24,612,010</u>	<u>\$ 1,332,708</u>	<u>\$ 34,308</u>
\$ -	\$ 15,841	\$ 918,595	\$ 426,961	\$ -
-	7,889	540,177	114	2,764
-	-	387,891	-	-
938,484	1,054,931	4,971,004	-	-
938,484	1,078,661	6,817,667	427,075	2,764
-	487,333	2,363,115	1,324,779	4,010
-	-	-	-	-
5,030,106	5,351,029	15,431,228	-	-
-	-	-	(419,146)	27,534
-	-	-	-	-
5,030,106	5,838,362	17,794,343	905,633	31,544
<u>\$ 5,968,590</u>	<u>\$ 6,917,023</u>	<u>\$ 24,612,010</u>	<u>\$ 1,332,708</u>	<u>\$ 34,308</u>

(continued)

Municipal Government Report

(continued)

	Capital Project Funds		
	School Department Projects	Other Projects	Subtotal
<u>ASSETS</u>			
Cash and cash equivalents	\$ -	\$ -	\$ -
Investments	-	-	-
Departmental and other receivables	2,801	-	36,581
Intergovernmental receivables	-	-	853,983
Loans receivable	-	-	-
Due from other funds	<u>2,953,643</u>	<u>-</u>	<u>3,432,896</u>
Total Assets	<u>\$ 2,956,444</u>	<u>\$ -</u>	<u>\$ 4,323,460</u>
<u>LIABILITIES AND FUND EQUITY</u>			
Liabilities:			
Accounts payable	\$ 5,851	\$ -	\$ 432,812
Accrued liabilities	-	-	2,878
Deferred revenue	-	-	-
Due to other funds	<u>-</u>	<u>-</u>	<u>-</u>
Total Liabilities	5,851	-	435,690
Fund Equity:			
Reserved for encumbrances	670	-	1,329,459
Reserved for perpetual permanent funds	-	-	-
Unreserved:			
Undesignated			
Special revenue funds	-	-	-
Capital project funds	2,949,923	-	2,558,311
Permanent funds	<u>-</u>	<u>-</u>	<u>-</u>
Total Fund Equity	<u>2,950,593</u>	<u>-</u>	<u>3,887,770</u>
Total Liabilities and Fund Equity	<u>\$ 2,956,444</u>	<u>\$ -</u>	<u>\$ 4,323,460</u>

City of Nashua

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ 321,195	\$ 886,881	\$ 11,422	\$ 1,219,498	\$ 10,146,371
9,154,596	2,551,410	96,581	11,802,587	15,743,772
-	-	-	-	253,482
-	-	-	-	5,625,728
-	-	-	-	507,859
-	-	-	-	9,680,343
<u>\$ 9,475,791</u>	<u>\$ 3,438,291</u>	<u>\$ 108,003</u>	<u>\$ 13,022,085</u>	<u>\$ 41,957,555</u>
\$ -	\$ 45	\$ -	\$ 45	\$ 1,351,452
-	-	-	-	543,055
-	-	-	-	387,891
<u>98,906</u>	<u>12,640</u>	<u>2,825</u>	<u>114,371</u>	<u>5,085,375</u>
98,906	12,685	2,825	114,416	7,367,773
-	-	-	-	3,692,574
9,022,921	2,824,205	99,801	11,946,927	11,946,927
-	-	-	-	15,431,228
-	-	-	-	2,558,311
<u>353,964</u>	<u>601,401</u>	<u>5,377</u>	<u>960,742</u>	<u>960,742</u>
<u>9,376,885</u>	<u>3,425,606</u>	<u>105,178</u>	<u>12,907,669</u>	<u>34,589,782</u>
<u>\$ 9,475,791</u>	<u>\$ 3,438,291</u>	<u>\$ 108,003</u>	<u>\$ 13,022,085</u>	<u>\$ 41,957,555</u>

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Combining Statement of Revenues, Expenditures, and Changes in Fund Equity

Nonmajor Governmental Funds

For Fiscal Year Ended June 30, 2009

	Special Revenue Funds			
	Police <u>Grants</u>	Fire <u>Grants</u>	Community Health & Services <u>Grants</u>	Parks & Recreation <u>Grants</u>
Revenues:				
Property taxes	\$ -	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-	-
Charges for services	-	-	-	-
Intergovernmental	284,476	168,127	1,232,480	33,664
Investment income (loss)	1,058	-	-	-
Miscellaneous	900	27,895	40	-
Contributions	-	-	-	-
Total Revenues	286,434	196,022	1,232,520	33,664
Expenditures:				
Current:				
General government	-	-	-	-
Police	340,669	-	-	-
Fire	-	227,035	-	-
Education	-	-	-	-
Public works	-	-	-	-
Health and human services	-	-	1,205,908	-
Culture and recreation	-	-	-	33,665
Community development	-	-	-	-
Debt services				
Principal	-	-	-	-
Interest	-	-	-	-
Total Expenditures	340,669	227,035	1,205,908	33,665
Excess (deficiency) of revenues over expenditures	(54,235)	(31,013)	26,612	(1)
Other Financing Sources (Uses):				
Transfers in	53,017	8,208	895	-
Transfers out	-	-	-	-
Total Other Financing Sources (Uses)	53,017	8,208	895	-
Net change in fund balance	(1,218)	(22,805)	27,507	(1)
Fund Equity, beginning	18,911	31,695	2,660	12,822
Fund Equity, ending	\$ 17,693	\$ 8,890	\$ 30,167	\$ 12,821

City of Nashua

Special Revenue Funds				
<u>Transit Grants</u>	<u>CDBG/Home Grants</u>	<u>Community Development Division Grants</u>	<u>Homeland Security Grants</u>	<u>Other City Grants</u>
\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-
566,152	-	-	-	-
1,546,714	998,793	1,057,382	159,002	54,167
-	-	1,041	-	-
-	-	625	-	-
-	-	-	-	-
2,112,866	998,793	1,059,048	159,002	54,167
-	-	-	-	53,232
-	-	-	112,911	-
-	-	-	25,053	-
-	-	-	-	-
-	-	-	-	-
-	-	-	26,395	-
-	-	-	-	408
2,457,795	999,793	1,094,216	-	-
-	-	-	-	-
-	-	-	-	-
2,457,795	999,793	1,094,216	164,359	53,640
(344,929)	(1,000)	(35,168)	(5,357)	527
521,119	-	(59)	-	-
-	-	-	-	-
521,119	-	(59)	-	-
176,190	(1,000)	(35,227)	(5,357)	527
15,654	1,000	804,490	9,715	26,516
\$ 191,844	\$ -	\$ 769,263	\$ 4,358	\$ 27,043

(continued)

Municipal Government Report

(continued)

	Special Revenue Funds			
	Food Services	School Grants	City Revolving Funds	School Revolving Funds
Revenues:				
Property taxes	\$ -	\$ -	\$ 209,632	\$ -
Penalties, interest and other taxes	-	-	532,061	-
Charges for services	2,594,438	-	878,475	1,323,529
Intergovernmental	2,268,309	9,999,271	-	160,292
Investment income	870	-	1,392	-
Miscellaneous	-	-	425,463	13,865
Contributions	-	-	-	-
Total Revenues	4,863,617	9,999,271	2,047,023	1,497,686
Expenditures:				
Current:				
General government	-	-	844,457	-
Police	-	-	829,153	-
Fire	-	-	124,267	-
Education	4,854,097	10,030,793	-	1,600,481
Public works	-	-	2,860	-
Health and human services	-	-	23,044	-
Culture and recreation	-	-	257,284	-
Community development	-	-	28,429	-
Debt services				
Principal	-	-	60,000	-
Interest	-	-	43,104	-
Total Expenditures	4,854,097	10,030,793	2,212,598	1,600,481
Excess (deficiency) of revenues over expenditures	9,520	(31,522)	(165,575)	(102,795)
Other Financing Sources (Uses):				
Transfers in	-	-	-	-
Transfers out	-	-	(100,993)	-
Total Other Financing Sources (Uses)	-	-	(100,993)	-
Net change in fund balance	9,520	(31,522)	(266,568)	(102,795)
Fund Equity, beginning	265,136	53,961	4,195,489	1,740,575
Fund Equity, ending	\$ 274,656	\$ 22,439	\$ 3,928,921	\$ 1,637,780

City of Nashua

Special Revenue Funds			Capital Project Funds	
Trust Reserve Funds	Other Trust Funds	Subtotal	Public Works Projects	Community Development Projects
\$ -	\$ -	\$ 209,632	\$ -	\$ -
-	-	532,061	-	-
-	62,259	5,424,853	-	-
-	-	17,962,677	925,800	-
128,352	(186,308)	(53,595)	4,281	66
-	189	468,977	-	-
-	244,838	244,838	-	-
128,352	120,978	24,789,443	930,081	66
-	14,334	912,023	-	-
-	647	1,283,380	-	-
-	210	376,565	-	-
-	56,009	16,541,380	-	-
-	199,377	202,237	1,103,073	-
-	-	1,255,347	-	-
-	203,670	495,027	-	-
-	-	4,580,233	-	7,275
-	-	60,000	-	-
-	-	43,104	-	-
-	474,247	25,749,296	1,103,073	7,275
128,352	(353,269)	(959,853)	(172,992)	(7,209)
1,200,000	466,996	2,250,176	53,250	-
(2,102,717)	(783,987)	(2,987,697)	-	-
(902,717)	(316,991)	(737,521)	53,250	-
(774,365)	(670,260)	(1,697,374)	(119,742)	(7,209)
5,804,471	6,508,622	19,491,717	1,025,375	38,753
\$ 5,030,106	\$ 5,838,362	\$ 17,794,343	\$ 905,633	\$ 31,544

(continued)

Municipal Government Report

(continued)

	Capital Project Funds		
	School Department Projects	Other Projects	Subtotal
Revenues:			
Property taxes	\$ -	\$ -	\$ -
Penalties, interest and other taxes	-	-	-
Charges for services	-	-	-
Intergovernmental	-	-	925,800
Investment income	-	-	4,347
Miscellaneous	-	-	-
Contributions	-	-	-
Total Revenues	-	-	930,147
Expenditures:			
Current:			
General government	-	-	-
Police	-	5,313	5,313
Fire	-	-	-
Education	40,526	-	40,526
Public works	-	-	1,103,073
Health and human services	-	-	-
Culture and recreation	-	-	-
Community development	-	-	7,275
Debt services			
Principal	-	-	-
Interest	-	-	-
Total Expenditures	40,526	5,313	1,156,187
Excess (deficiency) of revenues over expenditures	(40,526)	(5,313)	(226,040)
Other Financing Sources (Uses):			
Transfers in	-	-	53,250
Transfers out	-	-	-
Total Other Financing Sources (Uses)	-	-	53,250
Net change in fund balance	(40,526)	(5,313)	(172,790)
Fund Equity, beginning	2,991,119	5,313	4,060,560
Fund Equity, ending	\$ 2,950,593	\$ -	\$ 3,887,770

City of Nashua

Permanent Funds				Total Nonmajor Governmental Funds
Cemetery Permanent Funds	Library Permanent Funds	Other Permanent Funds	Subtotal	
\$ -	\$ -	\$ -	\$ -	\$ 209,632
-	-	-	-	532,061
-	-	-	-	5,424,853
-	-	-	-	18,888,477
(2,380,275)	(246,736)	(9,784)	(2,636,795)	(2,686,043)
-	-	8	8	468,985
<u>109,227</u>	<u>-</u>	<u>-</u>	<u>109,227</u>	<u>354,065</u>
(2,271,048)	(246,736)	(9,776)	(2,527,560)	23,192,030
139,529	-	3,225	142,754	1,054,777
-	-	-	-	1,288,693
-	-	-	-	376,565
-	-	-	-	16,581,906
-	-	-	-	1,305,310
-	-	-	-	1,255,347
-	44,424	-	44,424	539,451
-	-	-	-	4,587,508
-	-	-	-	60,000
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>43,104</u>
<u>139,529</u>	<u>44,424</u>	<u>3,225</u>	<u>187,178</u>	<u>27,092,661</u>
(2,410,577)	(291,160)	(13,001)	(2,714,738)	(3,900,631)
279	20,636	-	20,915	2,324,341
<u>(239,078)</u>	<u>(20,636)</u>	<u>-</u>	<u>(259,714)</u>	<u>(3,247,411)</u>
<u>(238,799)</u>	<u>-</u>	<u>-</u>	<u>(238,799)</u>	<u>(923,070)</u>
(2,649,376)	(291,160)	(13,001)	(2,953,537)	(4,823,701)
<u>12,026,261</u>	<u>3,716,766</u>	<u>118,179</u>	<u>15,861,206</u>	<u>39,413,483</u>
<u>\$ 9,376,885</u>	<u>\$ 3,425,606</u>	<u>\$ 105,178</u>	<u>\$ 12,907,669</u>	<u>\$ 34,589,782</u>

150 Years Ago...

From the Sixth Annual Report of the Finance Committee of the City of Nashua (1858 – 1859)

CITY FARM AND ALMS-HOUSE ACCOUNT.

City Farm and House of Correction in account current with the City of Nashua.

To personal property on hand at Farm Feb. 11th, 1858, as per inventory,	2874 34	
To bills paid by City for stock, supplies, &c., during the year,	568 08	
To superintendent's salary,	500 00	
To excess of payments over receipts by Supt. at Farm.	144 55	
	<u> </u>	\$4086 97

CR.

By personal property on hand at Farm Feb. 15, 1859, as follows :		
horse, cattle, swine and fowls,	704 00	
hay, straw and fodder,	436 00	
corn and grain,	443 83	
carts, wagons, sleds and farming tools,	510 83	
tools and stock in shops, manufactured articles, &c.,	251 31	
provisions in house,	592 39	
furniture, beds, bedding, stoves, crockery, &c., &c.,	280 17	
14 cords refuse wood,	35 00	
	<u> </u>	\$3253 53
By improvements as follows :		
building new hog pen,	200 00	
building 80 rods stone wall,	80 00	
	<u> </u>	\$3533 53
Balance against Farm,		<u> </u> <u> </u> \$553 44

CITY FARM AND HOUSE OF CORRECTION.

Amount appropriated March, 1858,	1000 00	
" " Feb. 1859,	240 00	
	<u> </u>	\$1240 00

Expenditures.

Paid D. W. Butterfield, labor plastering,	8 00	
G. Fifield & Co., groceries,	15 36	
E. McIntire & Co., leather, pegs, &c.,	20 86	
C. H. Sackrider, corn and middlings,	74 15	
F. Chase, lumber,	11 46	
L. P. Sawyer, medical attendance at Farm,	12 50	
E. Spalding, do.,	15 00	
R. M. Sawyer & Co., groceries,	49 04	
McKean & Hopkins, groceries and lime,	30 58	
A. & F. F. Kimball, dry goods,	48 29	
Merrill & Stevens, do.,	55 70	
F. H. Turrill, 1 pair oxen,	128 00	
J. G. Blunt & Co., groceries,	57 52	
T. Chase & Co., grain, feed, &c.,	41 62	
Ira W. Reed, superintendent's salary,	500 00	
do. balance cash paid out as per Farm account,	144 55	
	<u> </u>	\$1212 63
Balance undrawn Feb. 1859,		<u> </u> <u> </u> \$27 37

**DETAIL AND COMBINING BUDGET
AND ACTUAL SCHEDULES**

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Detail Schedule of Revenues and Other Financing Sources Budget and Actual - General Fund

For the Year Ended June 30, 2009

	Original Budget	Final Budget	Adjusted Actual	Variance With Final Budget
Property Tax	\$ 159,904,500	\$ 159,904,500	\$ 159,904,500	\$ -
Auto permits	10,784,000	10,784,000	10,836,895	52,895
Penalties, interest and other taxes:				
Interest and cost on redemption	190,000	190,000	350,441	160,441
Nashua Housing Authority	125,000	125,000	118,117	(6,883)
Interest on taxes	220,000	220,000	381,369	161,369
Other	5,000	5,000	1,396	(3,604)
Total Penalties, interest and other taxes	540,000	540,000	851,323	311,323
Charges for services:				
Financial services	7,500	7,500	10,918	3,418
City clerk	85,850	85,850	85,309	(541)
Assessors	6,000	6,000	3,484	(2,516)
Police	91,100	91,100	98,792	7,692
Fire	23,100	23,100	19,552	(3,548)
Health and welfare	221,732	221,732	178,014	(43,718)
Parks and recreation	173,126	173,126	186,681	13,555
Public works	-	-	4,135	4,135
Parking	729,500	729,500	722,421	(7,079)
Cemeteries	95,955	95,955	98,265	2,310
Planning	1,125	1,125	713	(412)
Libraries	15,700	15,700	16,724	1,024
School	165,000	165,000	154,906	(10,094)
Total Charges for services	1,615,688	1,615,688	1,579,914	(35,774)
Intergovernmental:				
State adequacy grant	31,303,454	31,303,454	31,303,454	-
State aid - buildings	2,807,325	2,807,325	2,727,365	(79,960)
Special education	1,376,648	1,376,648	1,584,324	207,676
Medicaid	800,000	800,000	1,248,336	448,336
Block grant	2,426,932	2,426,932	1,213,466	(1,213,466)
Meals and room tax	3,896,569	3,896,569	3,896,569	-
Highway	1,361,303	1,361,303	1,399,642	38,339
Other	57,739	57,739	201,794	144,055
Total Intergovernmental	44,029,970	44,029,970	43,574,950	(455,020)
Licenses and permits:				
Financial services	235,000	235,000	242,615	7,615
City clerk	83,640	83,640	76,831	(6,809)
Police	1,550	1,550	1,150	(400)
Fire	26,300	26,300	45,480	19,180
Health and welfare	23,000	23,000	21,900	(1,100)
Public works	8,000	8,000	7,750	(250)
Planning	175,900	175,900	190,699	14,799
Building	435,000	435,000	388,636	(46,364)
Total Licenses and permits	988,390	988,390	975,061	(13,329)
Interest	2,300,000	2,300,000	2,093,726	(206,274)
Miscellaneous:				
Cable TV franchise	700,000	700,000	776,923	76,923
Fines and forfeits	368,000	368,000	132,246	(235,754)
Sale of property	3,000	3,000	12,200	9,200
Rental of property	267,050	267,050	384,756	117,706
Other	42,575	42,575	276,196	233,621
Total Miscellaneous	1,380,625	1,380,625	1,582,321	201,696
Transfers In:				
Transfers from other funds	850,800	6,387,984	8,394,497	2,006,513
Total Transfers In	850,800	6,387,984	8,394,497	2,006,513
Other Financing Sources:				
Use of fund balance	2,903,333	4,303,333	4,303,333	-
Total Other Financing Sources	2,903,333	4,303,333	4,303,333	-
Total	\$ 225,297,306	\$ 232,234,490	\$ 234,096,520	\$ 1,862,030

City of Nashua

CITY OF NASHUA, NEW HAMPSHIRE
 Detail Schedule of Expenditures and Other Financing Uses
 Budget and Actual - General Fund
 For the Year Ended June 30, 2009

	Original Budget	Final Budget	Adjusted Actual	Variance With Final Budget
General Government:				
Mayor	\$ 278,815	\$ 295,315	\$ 292,253	\$ 3,062
Legal	408,151	408,451	408,253	198
Board of Aldermen	168,635	168,635	167,330	1,305
Civic and Comm. activities	1,168,134	1,174,134	1,173,885	249
Telecommunications	195,000	195,000	176,652	18,348
Pensions	16,128,851	16,128,851	15,862,037	266,814
Insurance - Benefits	26,217,668	26,217,668	26,172,659	45,009
Citistat	109,454	109,454	108,646	808
Financial services	1,394,970	1,373,170	1,324,710	48,460
City Clerk	397,370	404,370	404,336	34
Risk Management	3,336,111	3,336,111	3,336,111	-
Human resources	265,558	274,422	270,327	4,095
Purchasing	322,437	322,437	319,256	3,181
Building maintenance	406,569	415,288	408,082	7,206
Assessors	506,261	505,261	502,904	2,357
Hunt building	35,060	35,060	29,680	5,380
Information technology	1,015,375	1,015,375	972,454	42,921
GIS	78,006	100,006	99,958	48
Computers - city wide	102,000	101,000	97,286	3,714
Cemeteries	451,649	451,649	443,911	7,738
CERF Expenditures	-	717,900	717,900	-
Contingencies	3,480,380	1,914,581	1,885,251	29,330
Capital	1,990,750	3,912,750	3,912,750	-
Total General Government	58,457,204	59,576,888	59,086,631	490,257
Police	17,120,368	17,666,952	17,390,063	276,889
Fire	13,225,286	14,171,340	13,996,800	174,540
Water fire protection	2,304,000	2,304,000	2,294,921	9,079
Education	86,025,543	90,412,502	90,412,500	2
Public Works:				
Street lighting	681,300	681,300	675,705	5,595
PW Division and Engineering	764,461	805,393	724,053	81,340
Street department	5,358,347	5,502,408	5,418,302	84,106
Traffic department	734,140	717,817	712,264	5,553
Parking lots	153,482	186,167	185,781	386
Solid waste	2,690,322	2,690,322	2,690,322	-
Total Public Works	10,382,052	10,583,407	10,406,427	176,980
Health and Human Services:				
Community services	281,890	281,890	224,890	57,000
Community health	318,386	318,386	312,430	5,956
Environmental health	376,749	404,454	369,239	35,215
Welfare administration	317,631	317,631	311,814	5,817
Welfare costs	1,273,000	1,273,000	1,192,483	80,517
Total Health and Human Services	2,567,656	2,595,361	2,410,856	184,505
Culture and recreation:				
Parks and recreation	2,704,615	2,761,285	2,761,037	248
Public libraries	2,215,375	2,364,920	2,285,359	79,561
Total Culture and Recreation	4,919,990	5,126,205	5,046,396	79,809
Community Development	1,488,856	1,491,484	1,460,786	30,698
Communications	298,522	298,522	267,315	31,207
Debt Service:				
Principal	12,135,645	12,135,645	12,135,645	-
Interest and cost	6,325,862	6,325,862	6,305,689	20,173
Total Debt Service	18,461,507	18,461,507	18,441,334	20,173
Intergovernmental	9,546,322	9,546,322	9,546,322	-
Transfers out	500,000	-	-	-
Total	\$ 225,297,306	\$ 232,234,490	\$ 230,760,351	\$ 1,474,139

150 Years Ago...

From the Sixth Annual Report of the Finance Committee of the City of Nashua (1858 – 1859)

SCHEDULE OF CITY PROPERTY.

City Hall Building and lot,	20000 00
City Farm and buildings,	7000 00
Engine house, High street,	1800 00
“ “ Olive street,	1800 00
“ “ Lowell street,	1800 00
Torrent engine No. 1, apparatus and extra hose,	1200 00
Munroe do. No. 2, and apparatus,	1200 00
Protector do. No. 4, apparatus and extra hose,	1600 00
Niagara do. No. 5, do.	1600 00
T. W. Gillis, relief engine,	400 00
Union Hook, Ladder & Hose Co.'s hooks, ladders, carriages and fixtures,	750 00
Three hose carriages and fixtures, 1300 feet hose,	1000 00
Pennichuck Hydrant Co. No. 2, two hose car- riages and fixtures, 750 feet hose,	700 00
Nashua Hydrant Co., No. 3, two hose car- riages and fixtures, 750 feet hose,	700 00
6 engineer's fire caps—6 badges,	20 00
5 India rubber coats,	45 00
28 firemen's India rubber suits,	74 00
Furniture and fixtures in City Hall building,	550 00
Personal property at City Farm,	3250 00
Liquor agency property,	600 00
Street lamps and fixtures,	550 00
3 horses,	500 00
Wagons, carts, sleds, harnesses, &c.,	236 00
5 shoats,	40 00
Highway tools, &c.,	85 50
2 stone watering troughs,	50 00
	<hr/> \$47,550 50

Proprietary Fund Types

Enterprise Funds

Enterprise Funds were established to account for activities that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the activity be self-supporting based on user charges.

The City of Nashua has the following Enterprise Funds:

Waste Water Fund: To account for the operation of sewer treatment plants, pumping stations and sewer lines.

Solid Waste Fund: To account for the operation of the City's landfill and solid waste disposal.

Municipal Government Report

CITY OF NASHUA, NEW HAMPSHIRE

Schedule of Revenues and Expenses Budget and Actual

Enterprise Funds

For the Year Ended June 30, 2009

	Waste Water Fund		
	Final <u>Budget</u>	Actual (Budgetary Basis)	Variance
Operating Revenues:			
Charges for services	\$ <u>8,854,300</u>	\$ <u>8,251,735</u>	\$ <u>(602,565)</u>
Total Operating Revenues	8,854,300	8,251,735	(602,565)
Operating Expenses:			
Personnel	2,812,330	2,807,552	4,778
Non-personnel	3,207,277	3,113,357	93,920
Capital	9,513,078	9,513,078	-
Debt service	<u>1,377,067</u>	<u>1,387,979</u>	<u>(10,912)</u>
Total Operating Expenses	<u>16,909,752</u>	<u>16,821,966</u>	<u>87,786</u>
Operating Income (Loss)	(8,055,452)	(8,570,231)	(514,779)
Nonoperating Income and (Expenses):			
Grants income	2,188,799	1,233,391	(955,408)
Investment income	100,000	(10,990)	(110,990)
Contributions	<u>173,475</u>	<u>176,603</u>	<u>3,128</u>
Total Nonoperating Revenues (Expenses)	<u>2,462,274</u>	<u>1,399,004</u>	<u>(1,063,270)</u>
Income (Loss) Before Contributions and Transfers	(5,593,178)	(7,171,227)	(1,578,049)
Transfers from other funds	-	-	-
Use of net assets	<u>5,593,178</u>	<u>5,593,178</u>	<u>-</u>
Net Income	\$ <u><u>-</u></u>	\$ <u><u>(1,578,049)</u></u>	\$ <u><u>(1,578,049)</u></u>

Solid Waste Fund		
<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance</u>
\$ 3,045,000	\$ 2,548,488	\$ (496,512)
3,045,000	2,548,488	(496,512)
2,531,217	2,389,290	141,927
2,004,662	1,523,951	480,711
-	-	-
<u>2,208,112</u>	<u>1,993,550</u>	<u>214,562</u>
<u>6,743,991</u>	<u>5,906,791</u>	<u>837,200</u>
(3,698,991)	(3,358,303)	340,688
258,669	210,347	(48,322)
-	-	-
<u>-</u>	<u>-</u>	<u>-</u>
<u>258,669</u>	<u>210,347</u>	<u>(48,322)</u>
(3,440,322)	(3,147,956)	292,366
2,690,322	2,690,322	-
<u>750,000</u>	<u>750,000</u>	<u>-</u>
\$ <u>-</u>	\$ <u>292,366</u>	\$ <u>292,366</u>

FIDUCIARY FUNDS

AGENCY FUND

Agency Funds are established to account for fiduciary assets held by the City in a custodial capacity as an agent on behalf of others.

Agency Fund represents monies held in escrow from developer in the City.

CITY OF NASHUA, NEW HAMPSHIRE

Combining Statement of Changes in Assets and Liabilities

Agency Fund

For the Year Ended June 30, 2009

	Balance July 1, <u>2008</u>	<u>Additions</u>	<u>Deductions</u>	Balance June 30, <u>2009</u>
<u>Developer Escrows</u>				
Assets - cash and short-term investments	\$ <u>580,481</u>	\$ <u>35,243</u>	\$ <u>(113,335)</u>	\$ <u>502,389</u>
Liabilities - other liabilities	\$ 576,148	\$ 18,659	\$ (95,418)	\$ 499,389
Liabilities - due to other funds	<u>4,333</u>	<u>122,393</u>	<u>(123,726)</u>	<u>3,000</u>
	\$ <u>580,481</u>	\$ <u>141,052</u>	\$ <u>(219,144)</u>	\$ <u>502,389</u>

150 Years Ago...

From the Sixth Annual Report of the Finance Committee of the City of Nashua (1858 – 1859)

SCHOOL MONEY AND TEACHERS' INSTITUTE.

Amount assessed April, 1858,	7533 72	
" literary fund received from State,	560 84	
Proportion of R. R. tax of 1857,	286 65	
		\$8381 21

Expenditures.

Paid John H. Goodale, commissioner, amount assessed for Teachers' Institute,	147 72	
A. B. Loverin, Committee District No. 1,	255 86	
Henry C. Lund, do. No. 2,	175 20	
E. A. Slader, do. No. 3,	4225 57	
H. Buswell, do. N. 4,	592 63	
C. R. Morrison, do. No. 5,	600 00	
J. D. Otterson, do.,	1426 87	
Samuel W. Wright, do. No. 6,	178 70	
Horace Field, do. No. 7,	154 16	
Asa Hall, do. No. 8,	164 68	
M. N. Swallow, do. No. 9,	168 19	
Luther Robbins, do. No. 10,	126 95	
Wm. H. Conant, do. No. 11,	164 68	
		\$8381 21

LIQUOR AGENT'S REPORT.

To the Board of Mayor and Aldermen of the City of Nashua.

The following is my report of the business of the Liquor Agency to Jan. 1, 1859.

The whole number of sales has been 403.

Amount of receipts, \$118 35

Cash Account.

J. Barney, Liquor Agent, in account with City of Nashua, Dr.

To cash received from sales of liquor, during the year,	118 35	
cash received of H. Parkinson, former agent, on old account,	111 25	
		\$229 60

CR.

By paid Dole & Bridge for liquors, on old account,	63 92	
John G. Butler for do.,	61 25	
G. P. Burnham, Agent, do.,	24 62	
E. A. Boardman, Agent, do.,	16 37	
		166 16
Cash on hand,		63 44

Respectfully submitted,
JOHN BARNEY, Liquor Agent.

CITY OF NASHUA, NEW HAMPSHIRE

STATISTICAL SECTION

The City of Nashua comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the government's overall financial health.

	<u>Page</u>
<i>Financial Trends</i> These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.	112
<i>Revenue Capacity</i> These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.	119
<i>Debt Capacity</i> These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.	125
<i>Demographic and Economic Information</i> These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.	128
<i>Operating Information</i> These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the service the government provides and the activities it performs.	130

City of Nashua, New Hampshire

Net Assets by Component

Last Ten Fiscal Years¹

(accrual basis of accounting)

	2003	2004	2005	2006	2007	2008	2009
Governmental Activities							
Invested in capital assets, net of related debt	\$ 41,900,074	\$ 48,407,254	\$ 58,679,109	\$ 71,330,362	\$ 75,371,785	\$ 82,615,430	\$ 91,043,817
Restricted	22,562,881	25,984,094	26,595,733	30,981,554	33,679,170	29,126,492	21,686,588
Unrestricted	42,736,195	43,554,836	36,099,549	34,217,644	46,055,519	55,983,443	48,672,885
Total governmental activities net assets	107,199,150	117,946,184	121,374,391	136,529,560	155,106,474	167,725,365	161,403,290
Business-type activities							
Invested in capital assets, net of related debt	76,085,896	76,948,532	77,780,283	81,467,773	94,270,446	109,669,910	115,532,890
Restricted	514,562	645,407	1,168,612	1,732,999	2,336,365	2,913,041	3,612,918
Unrestricted	12,083,201	13,511,556	13,173,740	11,181,863	40,245	(13,599,364)	(21,136,265)
Total business-type activities net assets	88,683,659	91,105,495	92,122,635	94,382,635	96,647,056	98,983,587	98,009,543
Primary government							
Invested in capital assets, net of related debt	117,985,970	125,355,786	136,459,392	152,798,135	169,642,231	192,285,340	206,576,707
Restricted	23,077,443	26,629,501	27,764,345	32,714,553	36,015,535	32,039,533	25,299,506
Unrestricted	54,819,396	57,066,392	49,273,289	45,399,507	46,095,764	42,384,079	27,536,620
Total primary government net assets	\$ 195,882,809	\$ 209,051,679	\$ 213,497,026	\$ 230,912,195	\$ 251,753,530	\$ 266,708,952	\$ 259,412,833

Data Source:

Audited Financial Statements

Notes:

¹ The City will continue to annually report information until this schedule includes 10 fiscal years. Roads and sidewalks retroactive to 1980 were reported in FY2006 (compliant with GASB 34 requirements).

City of Nashua

City of Nashua, New Hampshire

Change in Net Assets

Last Ten Fiscal Years¹

(accrual basis of accounting)

	Fiscal Year							
	2002	2003	2004	2005	2006	2007	2008	2009
Expenses								
Governmental activities: ²								
General government ³	\$ 9,444,094	\$ 10,508,757	\$ 11,304,737	\$ 9,553,394	\$ 11,147,538	\$ 10,634,275	\$ 24,124,526	\$ 20,301,156
Police	16,972,562	18,750,664	20,106,190	22,693,536	23,070,949	22,210,688	24,713,982	26,257,722
Fire	12,673,106	13,951,084	16,519,202	18,303,777	19,193,738	17,918,642	17,965,927	21,093,703
Water Supply/Hydrants	1,672,352	1,680,348	1,725,577	1,775,188	1,634,047	1,781,355	2,205,303	2,234,921
Education	92,042,342	103,478,605	112,640,113	123,124,413	127,629,646	125,136,253	132,479,339	140,999,742
Public Works	9,897,360	9,539,821	8,421,769	11,020,903	10,893,022	9,968,194	11,408,120	11,542,212
Health and Human Services	3,175,105	3,829,848	3,823,235	3,858,967	3,454,063	3,959,298	4,217,761	4,340,447
Culture and Recreation	5,732,589	6,309,324	6,707,659	7,430,362	7,605,481	6,671,417	6,972,660	7,918,634
Community Development	4,694,751	5,458,052	5,684,745	6,116,347	5,935,757	6,316,105	6,798,877	7,287,986
Communications	277,198	565,646	1,069,301	1,079,047	1,003,608	1,031,116	1,037,747	1,127,356
Interest and Costs	6,859,007	7,436,384	7,144,014	8,731,875	7,702,676	6,611,817	6,651,921	6,096,780
Intergovernmental ³	9,472,306	9,574,285	9,418,474	9,177,447	9,233,128	9,241,763	-	-
Total governmental activities expenses	172,912,772	191,082,818	204,565,016	222,865,256	228,503,653	221,480,923	238,576,163	249,200,659
Business-type activities:								
Wastewater services	8,436,092	8,390,920	8,486,194	9,073,077	10,776,209	9,431,492	9,563,755	10,396,778
Solid waste services	4,260,877	4,365,834	5,507,278	5,647,914	5,836,163	5,444,335	6,383,897	5,950,822
Total business-type activities expenses	12,696,969	12,756,754	13,993,472	14,720,991	16,612,372	14,875,827	15,947,652	16,347,600
Total primary government expenses	\$ 185,609,741	\$ 203,839,572	\$ 218,558,488	\$ 237,586,247	\$ 245,116,025	\$ 236,356,750	\$ 254,523,815	\$ 265,548,259
Program Revenues								
Governmental activities:								
Charges for services⁴								
General government ⁶	\$ 567,341	\$ 575,152	\$ 580,771	\$ 935,305	\$ 1,021,847	\$ 904,182	\$ 754,146	\$ (6,297)
Police	1,595,125	1,733,365	1,802,347	2,390,822	2,675,975	1,417,615	1,153,325	824,514
Fire	68,630	23,654	70,888	698,107	806,487	41,571	168,004	94,589
Education	2,808,327	3,181,108	4,674,823	7,236,032	7,912,683	3,982,594	5,048,693	4,151,332
Public Works	569,406	570,057	822,147	1,089,298	1,173,293	853,065	866,151	763,471
Health and Human Services	327,235	243,853	324,435	440,211	437,627	257,735	236,922	211,484
Culture and Recreation ⁷	245,420	533,911	782,602	782,640	955,609	608,880	601,723	80,052
Community Development	939,526	1,186,442	1,358,939	1,244,787	1,342,026	1,225,355	1,250,864	1,155,276
Total charges for services	7,121,010	8,047,542	9,962,952	14,817,202	16,325,547	9,290,997	10,079,828	7,274,421
Operating grants and contributions	43,189,954	45,027,118	46,005,977	43,783,950	45,251,496	46,220,633	52,854,392	48,769,370
Capital grants and contributions	7,806,468	5,051,672	8,269,307	3,880,643	7,105,541	8,486,039	6,067,839	4,775,411
Total governmental activities program revenues	58,117,432	58,126,332	64,238,236	62,481,795	68,682,584	63,997,669	69,002,059	60,819,202
Business-type activities:								
Wastewater services	10,961,185	10,092,100	8,869,848	8,689,711	8,696,732	8,355,360	8,449,653	8,251,735
Solid Waste services	3,483,707	2,988,737	2,924,621	3,163,578	4,463,357	3,540,753	3,422,189	2,782,627
Total charges for services	14,444,892	13,080,837	11,794,469	11,853,289	13,160,089	11,896,113	11,871,842	11,034,362
Operating grants and contributions	-	-	-	-	-	-	-	-
Capital grants and contributions ⁵	882,405	1,328,547	3,804,177	1,267,772	3,189,482	848,793	2,263,301	814,289
Total business-type activities program revenues	15,327,297	14,409,384	15,598,646	13,121,061	16,349,571	12,744,906	14,135,143	11,848,651
Total primary government program revenues	\$ 73,444,729	\$ 72,535,716	\$ 79,836,882	\$ 75,602,856	\$ 85,032,155	\$ 76,742,575	\$ 83,137,202	\$ 72,667,853
Net (Expenses)/Revenue								
Governmental activities	\$ (114,795,340)	\$ (132,956,486)	\$ (140,326,780)	\$ (160,383,461)	\$ (159,821,069)	\$ (157,483,254)	\$ (169,574,104)	\$ (188,381,457)
Business-type activities	2,630,328	1,652,630	1,605,174	(1,599,930)	(262,801)	(2,130,921)	(1,812,509)	(4,498,949)
Total Primary government net expense	\$ (112,165,012)	\$ (131,303,856)	\$ (138,721,606)	\$ (161,983,391)	\$ (160,083,870)	\$ (159,614,175)	\$ (171,386,613)	\$ (192,880,406)
General Revenues and Other Changes in Net Assets								
Governmental activities:								
Property tax	\$ 119,230,622	\$ 125,767,506	\$ 130,912,139	\$ 139,413,702	\$ 146,928,299	\$ 154,449,099	\$ 158,896,532	\$ 161,979,688
Auto Permits	11,130,499	11,255,201	11,542,180	11,934,156	12,078,138	11,642,585	11,528,023	10,836,895
Penalties, interest and other taxes	-	989,372	876,278	791,830	1,032,775	865,462	1,594,935	1,418,455
Grants and contributions not restricted to specific programs	6,117,730	4,305,876	5,166,853	5,397,605	5,696,471	6,173,967	6,297,569	6,237,452
Investment income	2,864,387	2,740,353	1,671,273	4,068,578	5,093,220	4,335,585	5,600,182	2,935,434
Miscellaneous	2,484,172	1,418,409	770,980	3,847,232	1,393,811	995,117	950,109	1,232,553
Transfers, net	23,117	-	(25,000)	(1,750,010)	(1,388,652)	(2,500,000)	(2,697,663)	(2,690,322)
Permanent fund contributions	93,919	140,186	159,111	108,575	6,825	98,353	23,308	109,227
Total governmental activities	141,944,446	146,616,903	151,073,814	163,811,668	170,840,887	176,060,168	182,192,995	182,059,382
Business-type activities:								
Grants and contributions not restricted to specific programs ⁴	-	-	-	-	-	784,155	1,059,579	826,769
Investment income	1,038,563	895,397	791,662	867,060	1,134,149	1,111,187	391,798	7,814
Transfers, net	(23,117)	-	25,000	1,750,010	1,388,652	2,500,000	2,697,663	2,690,322
Total business-type activities	1,015,446	895,397	816,662	2,617,070	2,522,801	4,395,342	4,149,040	3,524,905
Total primary government	\$ 142,959,892	\$ 147,512,300	\$ 151,890,476	\$ 166,428,738	\$ 173,363,688	\$ 180,455,510	\$ 186,342,035	\$ 185,584,287
Change in Net Assets								
Governmental activities	\$ 27,149,106	\$ 13,660,417	\$ 10,747,034	\$ 3,428,207	\$ 11,019,818	\$ 18,576,914	\$ 12,618,891	\$ (6,322,075)
Business-type activities	3,645,774	2,548,027	2,421,836	1,017,140	2,260,000	2,264,421	2,336,531	(974,044)
Total primary government	\$ 30,794,880	\$ 16,208,444	\$ 13,168,870	\$ 4,445,347	\$ 13,279,818	\$ 20,841,335	\$ 14,955,422	\$ (7,296,119)

Data Source:

Audited Financial Statements

Notes:

¹ The City will continue to annually report information until this schedule includes 10 fiscal years.

² Beginning in FY07, employee benefit withholdings are netted against the appropriate function's expenses rather than included with "Charges for Services".

³ Beginning in FY08, Intergovernmental expenses were reclassified to General Government expenses, per GFOA recommendation.

⁴ In FY05 and FY06, "Charges for Services" includes employee benefit withholdings. Beginning in FY07, employee benefit withholdings are netted against the appropriate function's expenses rather than included with "Charges for Services".

⁵ Beginning in FY07, State Aid Grants were reclassified from Program Revenues to General Revenues, per GFOA recommendation.

⁶ Negative charges for services in FY09 is due to the loss in the market value of investments of the cemetery permanent funds.

⁷ Decrease in charges for services in FY09 is due to the loss in the market value of investments of the library permanent funds.

City of Nashua, New Hampshire

Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
General Fund										
Reserved ¹	\$ 4,835,161	\$ 5,616,028	\$ 5,641,057	\$ 7,326,048	\$ 5,025,464	\$ 12,620,998	\$ 4,526,670	\$ 6,808,655	\$ 5,040,391	\$ 5,163,134
Unreserved ²	12,958,455	12,803,503	19,100,322	22,075,884	23,523,522	31,812,193	27,241,589	28,037,193	33,293,567	33,249,976
Total General Fund	\$ 17,793,616	\$ 18,419,531	\$ 24,741,379	\$ 29,401,932	\$ 28,548,986	\$ 44,433,191	\$ 31,768,259	\$ 34,845,848	\$ 38,333,958	\$ 38,413,110
Other Governmental Funds										
Reserved ³	\$ 908,706	\$ 3,840,261	\$ 22,007,957	\$ 17,825,857	\$ 16,580,070	\$ 19,290,527	\$ 21,388,586	\$ 18,311,928	\$ 17,162,438	\$ 15,639,501
Unreserved:										
Special Revenue Funds ⁴	3,381,917	3,791,512	29,647,742	30,281,823	32,692,008	12,250,621	23,410,292	24,692,996	25,947,458	19,994,384
Capital Project Funds ⁵	(4,359,923)	33,133,127	20,858,017	(15,472,616)	9,972,489	3,588,482	(12,114,644)	3,134,217	3,161,390	2,558,311
Permanent Funds ⁶	N/A	N/A	337,678	357,309	424,084	498,499	590,337	710,518	903,422	960,742
Total Other Funds	\$ (69,300)	\$ 40,764,900	\$ 72,851,394	\$ 32,992,373	\$ 59,668,651	\$ 35,628,129	\$ 33,274,571	\$ 46,849,659	\$ 47,174,708	\$ 39,152,938

Data Source:

Audited Financial Statements

Notes:

¹ FY2005 - \$8 million is reserved for School Capital Reserve Fund.² FY2005 - \$11 million is designated for FY06 tax rate; \$4 million for FY07/08 School bonded debt.³ FY2006 - Reclassified \$7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance, Special Revenue Funds.⁴ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model. Also in FY2006 reclassified \$7,821,553 in School Capital Reserve Funds from Reserved Fund Balance into Unreserved Fund Balance, Special Revenue Funds.⁵ Prior to FY02, capital projects with a positive fund balance were reported as reserved (FY02 and subsequent years as unreserved). For this report, these fund balances have been reclassified to unreserved fund balance to maintain consistency throughout the ten-year period.⁶ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre GASB 34 reporting model. Also in FY02 - FY04, the total fund balance of permanent funds were reported as unreserved; beginning in FY05, only the expendable portion is reported as unreserved. For this report, FY02 - FY04 fund balances have been reclassified to conform to the current year presentation.

City of Nashua, New Hampshire

Change in Fund Balances, Governmental Funds¹

Last Ten Fiscal Years

(modified accrual basis of accounting)

Revenues	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Taxes	\$ 96,191,243	\$ 101,501,814	\$ 118,254,190	\$ 126,036,366	\$ 131,745,073	\$ 139,504,354	\$ 146,864,377	\$ 154,488,154	\$ 158,353,188	\$ 160,881,410
Licenses and Permits ²	10,451,045	11,401,194	12,285,295	12,089,340	12,883,432	13,354,800	13,734,555	12,846,500	12,311,950	11,538,473
Penalties, interest and other taxes ³	-	-	710,766	989,372	1,369,998	1,245,376	1,357,033	1,250,253	1,594,935	1,418,455
Intergovernmental	42,658,229	44,644,503	54,230,537	53,338,218	56,288,966	53,333,723	54,256,875	57,917,495	64,085,098	66,192,430
Charges for services	3,733,700	3,908,081	6,596,808	7,004,198	6,211,920	6,446,565	6,846,669	6,914,168	7,024,328	7,289,468
Interest earnings ⁴	-	-	3,044,125	2,865,742	1,654,012	3,809,685	4,153,022	7,745,663	4,793,461	(303,680)
Miscellaneous	6,281,953	11,361,111	2,275,514	1,036,942	3,002,599	3,993,579	1,182,935	1,173,971	1,921,409	1,882,909
Contributions	-	-	1,444,563	1,226,678	2,752,805	917,206	1,149,442	539,057	96,002	354,065
Total revenues	161,318,170	172,816,703	198,841,798	204,646,856	215,608,745	222,625,288	229,844,908	242,875,261	250,180,371	249,273,530
Expenditures by Function										
General government	25,961,537	27,419,461	26,442,878	30,941,856	34,882,618	39,852,087	47,642,841	51,202,587	54,841,257	53,859,718
Public safety	24,059,557	25,885,036	25,894,620	27,819,182	30,509,895	31,445,464	37,722,214	30,807,525	32,101,601	33,887,184
Water supply/hydrants	1,631,739	1,655,316	1,672,352	1,680,348	1,725,577	1,775,188	1,634,047	1,781,355	2,205,703	2,254,921
Education	72,538,994	74,911,429	121,118,039	128,619,056	116,801,981	102,184,295	98,086,304	96,233,019	100,296,133	116,099,584
Public Works	7,665,906	8,033,078	7,619,794	8,012,161	9,551,499	9,862,105	9,536,686	8,689,653	9,540,761	10,452,441
Health and human services	1,474,687	1,690,764	3,011,467	3,453,652	3,388,734	3,102,482	2,687,438	3,373,466	3,516,881	3,693,028
Culture and recreation	4,559,200	4,022,175	9,554,230	5,698,051	5,347,512	5,386,417	5,436,393	5,121,466	5,898,670	5,923,548
Community development	1,064,765	2,150,090	8,905,820	5,007,414	5,846,253	6,416,732	11,396,347	9,168,047	6,396,239	6,004,281
Communications	-	-	1,292,397	528,054	270,219	279,964	246,026	228,044	237,896	280,361
Miscellaneous	-	-	155,274	-	-	-	-	-	-	-
Debt service	3,728,090	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570	12,118,441	12,111,061	12,300,467
Principal	3,031,300	5,520,875	6,399,691	7,615,223	7,300,046	8,450,677	7,779,830	6,222,224	7,052,893	6,243,971
Interest	8,337,561	9,014,834	9,472,306	9,974,285	9,418,474	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322
Intergovernmental	21,517,735	36,918,179	3,888,311	-	-	-	-	-	-	-
Capital Outlay ⁴	175,561,261	201,668,987	233,235,929	238,454,269	234,715,249	229,031,596	243,474,745	234,277,584	243,777,832	256,525,826
Total expenditures	(14,243,091)	(28,852,284)	(34,394,131)	(33,807,413)	(19,106,504)	(6,406,308)	(13,029,837)	8,597,677	6,402,539	(7,252,296)
Excess of revenues										
Over(under) expenditures										
Other Financing Sources (Uses)										
Bond proceeds	15,327,000	67,180,000	43,095,000	-	46,510,000	-	-	10,555,000	-	-
Capital lease proceeds	1,993,392	8,197,358	7,055,955	4,638,708	5,861,446	25,066,009	15,512,898	4,482,821	7,454,175	10,584,784
Transfers in	(3,947,699)	(5,064,959)	(9,709,394)	(6,029,763)	(7,441,610)	(26,816,019)	(16,982,821)	(6,982,821)	(10,151,838)	(11,275,106)
Transfers out	13,372,693	70,312,399	40,441,561	(1,391,055)	44,929,836	(1,750,010)	(1,388,652)	8,055,000	(2,589,378)	(690,322)
Total other financing sources (uses)										
Net Change in fund balances	\$ (870,398)	\$ 41,460,115	\$ 6,047,430	\$ (35,198,468)	\$ 25,802,332	\$ (8,156,318)	\$ (15,018,489)	\$ 16,652,677	\$ 3,813,161	\$ (7,942,618)
Debt Service as a percentage of non-capital outlay expenditures	4.39%	6.07%	8.11%	9.06%	8.36%	8.99%	8.84%	8.13%	8.09%	7.45%
Data Source										
Audited Financial Statements										

Notes:

¹ Prior to FY02, excludes permanent funds and some special revenue funds classified as trust funds under the pre-GASB 34 reporting model.² Includes Auto Permits³ Prior to FY02, recorded under Miscellaneous revenues.⁴ Capital Outlay, redistributed among applicable functions in FY03 and subsequent years.

City of Nashua, New Hampshire

Expenditures and Other Financing Uses by Department and Budget Category, General Fund

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Expenditures and Other Financing Uses by Department										
Financial Services	\$ 1,002,332	\$ 1,103,934	\$ 1,115,601	\$ 1,474,645	\$ 1,307,268	\$ 1,307,535	\$ 1,322,705	\$ 1,236,659	\$ 1,469,502	\$ 2,727,354
Administrative Services ¹	2,569,932	2,481,554	2,821,687	2,594,877	2,967,180	2,945,456	2,788,574	1,991,401	2,131,361	-
Information Technology ²	-	-	-	-	-	-	-	784,969	1,102,648	1,237,701
Misc General Government ³	20,948,234	22,510,533	22,290,203	26,254,134	30,188,418	35,367,963	43,233,659	47,080,238	49,114,240	48,859,886
Police	11,449,012	12,395,410	13,178,009	13,979,968	14,669,482	15,484,532	15,062,015	14,920,270	16,918,427	18,551,324
Fire	10,877,679	11,858,662	10,538,749	11,665,411	13,001,349	13,254,721	13,876,296	13,068,849	13,122,412	15,670,602
Water Supply/Hydrants	1,631,739	1,655,316	1,672,352	1,680,348	1,725,377	1,775,188	1,634,047	1,781,255	2,205,303	2,234,921
Community Health and Welfare	1,094,196	1,306,848	2,513,649	2,945,896	2,853,574	2,547,088	2,301,368	2,149,131	2,188,388	2,437,681
Street Department	5,014,638	5,021,330	4,575,314	5,053,235	5,356,556	6,090,921	5,156,101	4,923,751	6,051,230	6,736,230
Parks and Recreation	1,909,734	2,076,107	2,324,547	2,878,759	2,636,535	2,748,857	2,672,691	2,559,850	2,545,439	2,944,658
Other Public Works	2,086,825	2,101,501	2,156,388	2,345,385	3,004,438	2,836,774	3,140,497	3,203,179	2,413,679	2,410,901
Community Development Division	1,064,765	1,111,225	1,369,021	1,865,674	1,466,087	1,497,568	1,432,102	1,322,027	1,327,753	1,416,773
Public Libraries	1,749,153	1,789,157	2,118,188	2,201,879	2,170,235	2,213,977	2,249,446	2,040,754	2,225,456	2,439,439
Communications	-	-	113,732	166,105	262,258	279,964	246,026	228,044	237,896	280,361
Capital Outlay ⁴	1,764,284	2,962,975	3,888,311	-	4,594,382	4,206,670	11,696,153	4,337,325	6,028,358	4,185,445
Transfers Out	3,943,102	4,891,896	8,422,638	3,417,359	86,183,728	92,466,994	106,811,680	101,607,803	109,082,192	112,113,276
Total City Departments	67,105,625	73,286,248	78,898,389	78,922,675	86,183,728	82,140,051	82,965,529	81,504,499	85,575,583	94,120,678
Education (includes transfers out)	63,924,831	65,661,187	68,044,222	75,430,823	79,070,809	-	-	-	-	-
Debt service	-	-	-	-	-	-	-	-	-	-
Principal	3,728,090	4,477,750	7,810,750	9,654,987	9,682,441	11,038,740	12,073,570	12,118,441	12,051,061	12,240,467
Interest	3,031,300	5,520,875	6,392,691	7,615,223	7,300,046	8,450,077	7,779,830	6,222,224	7,003,835	6,200,867
Total Debt Service	6,759,390	9,998,625	14,210,441	17,270,210	16,982,487	19,488,817	19,853,400	18,340,665	19,054,896	18,441,334
Intergovernmental	8,337,561	9,014,834	9,472,306	9,574,285	9,418,474	9,177,447	9,233,129	9,241,763	9,489,137	9,546,322
Total expenditures (includes transfers out)	\$ 146,127,407	\$ 157,940,894	\$ 170,625,358	\$ 181,197,993	\$ 191,655,498	\$ 203,273,909	\$ 218,863,738	\$ 210,694,730	\$ 223,201,808	\$ 234,221,610
Expenditures as a percentage of total										
City Departments	45.9%	46.4%	46.2%	43.6%	45.0%	45.5%	48.8%	48.2%	48.9%	47.9%
Education	43.7%	41.6%	39.9%	41.6%	41.3%	40.4%	37.9%	38.7%	38.3%	40.2%
Debt service	4.6%	6.3%	8.3%	9.5%	8.9%	9.6%	9.1%	8.7%	8.5%	7.9%
Intergovernmental	5.7%	5.7%	5.6%	5.3%	4.9%	4.5%	4.2%	4.4%	4.3%	4.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Expenditure Percentage Change										
City Departments	8.9%	9.2%	7.7%	0.0%	9.2%	7.3%	15.5%	-4.9%	7.4%	2.8%
Education	8.0%	2.7%	3.6%	10.9%	4.8%	3.9%	1.0%	-1.8%	5.0%	10.0%
Debt service	10.0%	47.9%	42.1%	21.5%	-1.7%	14.8%	1.9%	-7.6%	5.9%	-3.2%
Intergovernmental	6.4%	8.1%	5.1%	1.1%	-1.6%	-2.6%	0.6%	0.1%	2.7%	0.6%
Total	8.4%	8.1%	8.0%	6.2%	5.8%	6.1%	7.7%	-3.7%	5.9%	-4.9%

Data Source:

Audited Internal City of Nashua Financial Statements and Audited Financial Statements

Notes

¹ FY09 - Departments within the Administrative Services Division were reassigned to the Financial Services Division and Miscellaneous General Government functions.² Information Technology separated from Administrative Services division in FY07.³ Includes City-wide employee health and pension benefits.⁴ Capital Outlay redistributed among applicable departments/divisions in FY03 and subsequent years.

City of Nashua, New Hampshire

Combined Enterprise Funds Revenue, Expenditures, Other Financing Sources and Uses and Change in Total Net Assets

Last Ten Fiscal Years

Fiscal Year	Inter-governmental	Revenue and Other Financing Sources			Expenditures and Other Financing Uses			Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets														
		Charges for Services	Other	Transfers In	Operations & Maintenance	Depreciation	Interest Expense				Transfers Out	Total												
2009	\$	826,769	\$	10,860,223	\$	241,953	\$	2,690,332	\$	14,550,267	\$	9,839,937	\$	5,365,027	\$	1,084,636	\$	-	\$	16,347,600	\$	84,289	\$	98,000,543
2008	\$	1,059,579	\$	11,642,137	\$	621,503	\$	2,697,663	\$	16,020,882	\$	10,187,447	\$	4,631,222	\$	1,128,983	\$	-	\$	15,947,652	\$	2,263,301	\$	98,983,587
2007	\$	784,135	\$	11,748,817	\$	2,107,276	\$	2,500,000	\$	17,140,248	\$	9,188,126	\$	4,429,469	\$	1,258,232	\$	-	\$	14,875,827	\$	74,230	\$	96,647,056
2006	\$	2,813,045	\$	13,050,184	\$	1,620,491	\$	1,400,652	\$	18,884,372	\$	10,609,849	\$	4,407,965	\$	1,394,558	\$	-	\$	16,612,372	\$	2,601,000	\$	94,382,635
2005	\$	883,303	\$	11,793,107	\$	1,309,711	\$	1,750,010	\$	15,738,131	\$	8,593,849	\$	4,496,904	\$	1,630,238	\$	-	\$	14,720,991	\$	2,146	\$	92,122,635
2004	\$	2,093,496	\$	11,770,493	\$	1,926,319	\$	25,000	\$	16,413,308	\$	8,674,040	\$	4,104,296	\$	1,215,136	\$	-	\$	13,993,472	\$	2,146	\$	91,105,495
2003	\$	770,532	\$	14,360,824	\$	1,436,381	\$	-	\$	15,348,781	\$	8,055,246	\$	3,752,155	\$	1,220,533	\$	-	\$	12,790,754	\$	1,818	\$	88,083,659
2002	\$	650,042	\$	16,401,044	\$	1,327,812	\$	93,877	\$	18,093,306	\$	8,582,676	\$	2,732,061	\$	985,016	\$	-	\$	12,720,086	\$	1,097,536	\$	77,553,714
2001	\$	270,573	\$	16,401,044	\$	1,327,812	\$	93,877	\$	18,093,306	\$	8,582,676	\$	2,732,061	\$	985,016	\$	-	\$	12,720,086	\$	1,097,536	\$	77,553,714
2000	\$	292,367	\$	14,917,504	\$	951,747	\$	-	\$	16,161,618	\$	7,715,877	\$	2,639,929	\$	538,705	\$	-	\$	10,874,511	\$	2,927,107	\$	92,612,646

Includes Wastewater and Solid Waste funds

Wastewater Fund Revenue, Expenditures, Other Financing Sources and Uses and Change in Fund Equity

Last Ten Fiscal Years

Fiscal Year	Inter-govern-mental	Revenue and Other Financing Sources			Expenditures and Other Financing Uses			Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets										
		Charges for Services	Other	Transfers In	Operations & Maintenance	Depreciation	Interest Expense				Transfers Out	Total								
2009	\$	598,705	\$	8,251,735	\$	(10,990)	\$	8,836,450	\$	5,920,909	\$	4,111,586	\$	164,283	\$	10,396,778	\$	814,289	\$	106,359,002
2008	\$	540,960	\$	8,449,653	\$	292,271	\$	9,282,884	\$	5,561,751	\$	3,592,752	\$	412,852	\$	9,563,755	\$	2,263,301	\$	107,105,041
2007	\$	611,891	\$	8,354,834	\$	1,785,350	\$	10,752,275	\$	5,512,236	\$	3,409,069	\$	641,197	\$	9,431,492	\$	-	\$	105,122,611
2006	\$	2,756,730	\$	8,650,837	\$	1,352,495	\$	12,760,062	\$	6,661,219	\$	3,065,550	\$	509,440	\$	10,782,209	\$	-	\$	103,801,828
2005	\$	827,607	\$	8,653,136	\$	1,209,184	\$	10,691,927	\$	4,842,634	\$	3,377,215	\$	653,398	\$	9,073,077	\$	-	\$	101,823,975
2004	\$	2,619,424	\$	8,860,848	\$	1,861,535	\$	25,000	\$	13,375,807	\$	4,320,447	\$	3,484,478	\$	8,486,194	\$	-	\$	100,205,125
2003	\$	710,089	\$	10,092,100	\$	1,378,834	\$	12,181,023	\$	4,498,465	\$	3,141,829	\$	759,626	\$	8,390,920	\$	-	\$	95,315,512
2002	\$	525,662	\$	10,951,385	\$	1,106,699	\$	12,925,861	\$	5,488,147	\$	4,198,512	\$	2,502,042	\$	978,571	\$	1,083,135	\$	77,418,568
2001	\$	206,378	\$	10,934,879	\$	1,182,604	\$	12,925,861	\$	5,488,147	\$	2,539,800	\$	352,366	\$	8,350,313	\$	1,314,247	\$	75,397,314
2000	\$	226,738	\$	10,519,868	\$	942,896	\$	11,860,502	\$	4,403,531	\$	2,412,568	\$	380,176	\$	7,205,075	\$	4,484,582	\$	70,329,631
1999	\$	244,840	\$	10,810,425	\$	725,243	\$	11,780,508	\$	4,245,259	\$	2,380,495	\$	412,629	\$	7,038,363	\$	566,078	\$	65,798,257

Solid Waste Fund Revenue, Expenditures, Other Financing Sources and Uses and Change in Fund Equity

Last Ten Fiscal Years

Fiscal Year	Inter-governmental	Revenue and Other Financing Sources			Expenditures and Other Financing Uses			Increase (Decrease) Total Net Assets	Contributed Capital	Total Net Assets											
		Charges for Services	Other	Transfers In	Operations & Maintenance	Depreciation	Interest Expense				Out	Total									
2009	\$	231,064	\$	2,544,488	\$	252,943	\$	2,690,322	\$	5,722,817	\$	3,979,028	\$	1,251,441	\$	720,353	\$	5,950,822	\$	-	\$(8,349,459)
2008	\$	518,619	\$	3,192,484	\$	329,432	\$	2,697,663	\$	6,357,598	\$	4,629,236	\$	1,038,470	\$	716,131	\$	6,383,897	\$	-	\$(8,121,454)
2007	\$	172,204	\$	3,393,983	\$	321,726	\$	2,500,000	\$	6,387,973	\$	3,626,900	\$	1,020,400	\$	797,035	\$	5,444,335	\$	943,638	\$(8,475,555)
2006	\$	56,315	\$	4,399,347	\$	267,996	\$	1,400,652	\$	6,124,313	\$	3,948,630	\$	1,002,415	\$	885,118	\$	6,000	\$	5,442,163	\$(9,419,193)
2005	\$	57,696	\$	3,137,971	\$	100,327	\$	1,750,010	\$	5,046,204	\$	3,751,385	\$	919,689	\$	976,840	\$	5,647,914	\$	(2,467,777)	\$(9,701,340)
2004	\$	74,072	\$	2,900,645	\$	64,784	\$	3,039,501	\$	4,353,093	\$	619,818	\$	534,367	\$	5,507,278	\$	(9,099,630)	\$	(6,631,853)	
2003	\$	60,443	\$	2,963,509	\$	99,806	\$	3,123,758	\$	3,556,781	\$	323,326	\$	485,727	\$	4,365,834	\$	(1,342,076)	\$	(5,389,777)	\$(6,631,853)
2002	\$	130,380	\$	3,408,639	\$	233,295	\$	3,772,314	\$	3,429,224	\$	250,903	\$	580,750	\$	6,465	\$	4,267,342	\$	(495,008)	\$(5,389,777)
2001	\$	64,195	\$	5,464,165	\$	145,208	\$	93,877	\$	5,767,445	\$	3,094,529	\$	233,261	\$	155,074	\$	5,708,281	\$	59,164	\$(7,643,600)
2000	\$	65,629	\$	4,397,636	\$	8,851	\$	4,472,116	\$	3,312,346	\$	227,561	\$	128,529	\$	-	\$	3,669,456	\$	802,680	\$(7,716,985)
1999	\$	98,637	\$	3,432,905	\$	15,084	\$	387,730	\$	3,934,956	\$	3,111,656	\$	199,558	\$	-	\$	3,447,276	\$	361,495	\$(9,088,987)

Data Source:

Audited Financial Statements

Notes:

- Operations & Maintenance expenses include a one-time charge of \$1,017,225 for asbestos contaminated soil removal.
- Storm drains were reclassified from General infrastructure to Wastewater Fund infrastructure.
- Beginning Fund Balance restated due to correction of prior accrual.
- Capitalization of additional or removal of fixed assets.
- Operations & Maintenance expenses include \$1.2 million in current year and prior year (previously understated) landfill closure costs.
- Landfill Regulatory Closure Fund, Solid Waste Loan Repayment Fund, and Solid Waste Equipment Reserve Fund were reclassified from Trust Funds to Solid Waste Enterprise Fund.

City of Nashua, New Hampshire

General Government Tax Revenues by Source
Last Ten Fiscal Years

Fiscal Year	Property Taxes	Current Use Penalties	Railroad Tax	Boat Tax	Yield Tax	Payment in Lieu of Tax	Excavation Tax	Tax Interest & Penalties	Total
2009	\$ 161,465,821	\$ 73,130	\$ 2,389	- \$	1,257	\$ 118,117	\$ 139	\$ 731,810	162,392,663
2008	158,565,422	762,870	-	-	5,571	138,605	203	624,141	160,096,812
2007	155,452,947	238,430	7,731	-	13,535	116,182	1,037	488,548	156,318,410
2006	147,765,609	417,880	7,786	-	11,506	121,350	-	416,798	148,740,929
2005	140,333,946	246,830	6,486	-	4,614	126,508	984	406,407	141,125,776
2004	133,508,298	248,890	10,858	-	3,752	137,746	645	474,388	134,384,577
2003	127,223,114	720,438	15,479	-	2,277	175,489	2,520	795,883	128,935,201
2002	119,019,053	391,420	5,330	2,143	-	181,975	1,853	519,464	120,121,238
2001	110,561,790	654,938	5,702	5,111	26,279	238,722	10,908	421,140	111,924,590
2000	104,864,447	182,340	5,199	5,056	3,254	300,628	7,770	471,421	105,840,114

Data Source:
Audited Internal Financial Statements

City of Nashua, New Hampshire

Property Tax Levies and Collections
Last Ten Fiscal Years

Fiscal Year	Property Tax Levied for Fiscal Year	Collected within the Fiscal Year of the Levy		Lien Amount Balance at Fiscal Year End of Levy Year	Subsequent Tax Lien Collections	Balance at end of Current Fiscal year	Total Collections to Date		Number of Parcels	
		Amount	% of Levy				Amount	% of Levy	in Levy	% Liened
2009	\$ 162,492,774	\$ 160,152,238	98.6 %	\$ 2,340,536	\$ 337,289	\$ 2,003,247	\$ 160,489,527	98.8 %	28,004	738 2.6 %
2008	160,045,795	157,811,037	98.6	2,234,758	289,153	1,945,605	158,100,190	98.8	27,954	707 2.5
2007	156,687,784	154,976,500	98.9	1,711,284	236,234	1,475,050	155,212,734	99.1	27,446	539 2.0
2006	148,834,769	147,558,424	99.1	1,276,345	754,988	521,357	148,313,412	99.6	27,000	460 1.7
2005	140,619,078	139,086,811	98.9	1,532,267	1,389,676	142,591	140,476,487	99.9	26,824	421 1.6
2004	133,099,408	132,036,240	99.2	1,063,168	1,027,221	35,947	133,063,461	100.0	26,778	419 1.6
2003	127,036,624	125,750,773	99.0	1,285,851	1,269,463	16,388	127,020,236	100.0	26,698	471 1.8
2002	119,172,751	118,059,296	99.1	1,113,455	1,107,004	6,451	119,166,300	100.0	26,642	482 1.8
2001	110,643,001	109,564,111	99.0	1,078,890	1,078,214	676	110,642,325	100.0	26,525	453 1.7
2000	104,578,925	103,433,416	98.9	1,145,509	1,145,509	-	104,578,925	100.0	26,335	441 1.7

Data Source:

Audited Internal Financial Statements, Property Tax Warrants and Reports of Tax Lien Executions

Notes:

Once a lien is executed a taxpayer has 2 years and 1 day to redeem the taxes before a deed may be executed.

City of Nashua, New Hampshire

Assessed and Estimated Full Value of Real Property
Last Ten Fiscal Years

Fiscal Year	Local Assessed Value ¹			Total Assessed Value	Less Exemptions to Assessed Value ¹	Total Taxable Assessed Value ¹	Total Direct Tax Rate per \$1,000 of Assessed Value	Ratio of Total Assessed Value to Total Estimated Full Value	
	Residential	Commercial/Industrial	Utilities					Estimated Full Value ²	%
2009	\$ 6,578,232,904	\$ 2,727,069,006	\$ 205,170,480	9,510,472,390	\$ 157,178,400	9,353,293,990	16.54	\$ 9,018,506,088	104.4
2008	6,553,746,660	2,715,276,344	182,868,180	9,451,891,184	170,666,650	9,281,224,534	16.39	9,358,505,782	100.0
2007	6,520,190,304	2,651,715,145	174,690,180	9,346,723,689	175,974,650	9,170,749,039	16.21	9,714,255,257	95.2
2006	6,472,850,667	2,666,131,229	173,339,680	9,312,321,576	158,734,700	9,153,586,876	15.33	9,297,862,943	99.2
2005	4,838,753,300	2,261,291,015	172,475,900	7,272,520,215	121,364,150	7,151,156,065	18.59	8,440,901,750	86.2
2004	3,489,423,200	1,964,785,883	148,146,200	5,602,355,283	90,503,875	5,511,851,408	22.69	8,023,468,897	69.8
2003	3,434,889,300	1,935,736,174	144,138,500	5,514,763,974	78,932,475	5,435,831,499	21.86	7,370,090,989	74.8
2002	3,382,541,900	1,885,837,010	142,733,900	5,411,112,810	79,098,375	5,332,014,435	20.75	6,539,029,408	82.7
2001	3,331,678,600	1,846,939,246	133,810,400	5,312,428,246	78,532,175	5,233,896,071	19.65	5,578,503,984	95.2
2000	2,577,549,500	1,446,539,974	127,843,600	4,151,933,074	78,439,575	4,073,493,499	23.89	4,959,174,740	83.7

Data Sources:

¹ State MS-1 Report of Assessed Values, and NHDRA website to conform with final residential values.² NH Department of Revenue Administration's annual Equalization Survey including utilities and railroad.

Notes:

Residential values include value of land in current use.

City of Nashua, New Hampshire

Principal Taxpayers

Current Year and Nine Years Ago

Taxpayer	Type of Business	Fiscal Year 2009		Percentage of		Fiscal Year 2000		Percentage of	
		Assessed Value	Rank	Total Assessed Value	%	Assessed Value	Rank	Total Assessed Value	%
Pheasant Lane Realty TR	Shopping Mall	\$ 143,796,408	1		1.71 %	\$ 109,831,000	1		2.10 %
Aimco Royal Crest-Nashua LLC	Apartment Complex	81,595,500	2		0.97				
Pennichuck Water Works Inc	Water Distributor	79,878,200	3		0.95	49,714,200	4		0.95
Public Service Co of NH	Utility	76,128,700	4		0.91	50,192,100	3		0.96
Flatley, John J Company	Office /Land/Apts/Retail	71,619,900	5		0.85	61,134,200	2		1.17
Energy North Natural Gas Inc.	Utility	45,216,200	6		0.54	34,755,200	6		0.66
BAE Systems info & Elec System	Electronics Manufacturer	42,991,600	7		0.51				
Nashua Oxford-Bay Associates	Real Estate	38,804,700	8		0.46				
OCW Retail-Nashua LLC	Real Estate Investment Co.	37,204,800	9		0.44				
Southern New Hampshire	Hospital	36,349,800	10		0.43				
Flatley, John & Gregory Doyle	Office /Land/Apts/Retail					37,143,100	5		0.71
Hi Point Realty	Real Estate					27,610,000	8		0.53
Dec US Prop Tax Dev	Realty Investor					30,361,300	7		0.58
RDG, Inc.	Realty Investor					23,360,200	10		0.45
Vickery Realty	Realty Investor					24,477,300	9		0.47
Total Principal Taxpayers		653,585,808			7.79 %	448,578,600			8.57 %
Total Net Assessed Taxable Value		\$ 8,389,365,623				\$ 5,234,202,271			

Data Source
City of Nashua Tax Warrant and State MS-1 Report

City of Nashua, New Hampshire

Property Tax Rates per \$ 1,000 of Assessed Value
Direct and Overlapping Governments
Last Ten Fiscal Years

Fiscal Year	Budgetary				City Direct Rates						Overlapping Rate		Estimated Full Value Rate
	City	Fund Balance	Total City	Use of	Local		State		Total		County	Total	
					School		School		School				
2009	\$ 6.50	\$ 2,903,333	\$ 6.50		\$ 7.79	\$ 2.25	\$ 10.04	\$ 16.54		\$ 1.01	\$ 17.55	\$ 18.15	
2008	6.73	-	6.73		7.39	2.27	9.66	16.39		1.01	17.40	17.21	
2007	6.17	4,500,000	6.17		7.70	2.34	10.04	16.21		0.99	17.20	16.20	
2006 ¹	5.06	19,004,860	5.06		7.77	2.50	10.27	15.33		0.99	16.32	16.02	
2005	6.80	8,250,000	6.80		8.33	3.46	11.79	18.59		1.26	19.85	16.75	
2004	8.88	5,400,000	8.88		7.91	5.90	13.81	22.69		1.68	24.37	16.63	
2003	8.51	3,265,000	8.51		7.36	5.99	13.35	21.86		1.74	23.60	17.29	
2002	7.82	1,125,000	7.82		6.76	6.17	12.93	20.75		1.75	22.50	18.21	
2001	6.64	3,500,000	6.64		7.45	5.56	13.01	19.65		1.70	21.35	19.90	
2000	8.48	1,000,000	8.48		8.22	7.19	15.41	23.89		2.01	25.90	21.09	

Data Source:

NH State Department of Revenue Administration

Notes:

¹ \$8 million of this amount offsets an \$8 million appropriation in FY06 to re-establish a school Capital Reserve Fund.

City of Nashua, New Hampshire

Utility Fund Net Budget, Billable Volumes and Rates
Last Ten Fiscal Years

Fiscal Year	Amount to be Raised by Rates		Billable Volume Used for Setting Rates		Rates per HCF	
	Sewer		Sewer ¹		Sewer	
2009	\$	8,542,200		5,237,348,852	\$	1.22
2008		8,290,000		5,082,721,311		1.22
2007		8,158,000		5,001,790,164		1.22
2006		8,158,000		5,001,790,164		1.22
2005		8,165,000		5,006,081,967		1.22
2004		10,110,000		6,198,590,164		1.22
2003		9,990,000		6,125,016,393		1.22
2002		10,589,000		4,742,857,485		1.67
2001		10,506,000		4,705,681,437		1.67
2000		11,405,000		5,108,347,305		1.67

Data Source:

City of Nashua Budget and Budget Resolutions

Notes:

¹ Volumes based on revenue divided by rate per 100 cubic feet.

City of Nashua, New Hampshire

Nashua's Share of the Hillsborough County Tax Apportionment

Last Ten Fiscal Years

(based on percentage of equalized value)

Tax Year	Total Equalized Values			Apportionment of County Tax Levy			
	Nashua	County	Nashua's %	County Tax Levy	Nashua's Share	Nashua's Share \$ Change	Nashua's Share % Change
2009	\$ 9,019,375,702	\$ 43,579,103,724	20.6966 %	\$ 45,633,047	\$ 9,546,322	57,185	0.60 %
2008	9,358,505,782	44,735,255,285	20.9198	44,400,065	9,489,137	247,374	2.68
2007	9,714,255,257	45,453,407,212	21.3719	43,779,760	9,241,763	8,635	0.09
2006	9,297,862,943	44,045,516,136	21.1097	43,487,679	9,233,128	55,681	0.61
2005	8,440,901,750	39,756,319,650	21.2316	40,917,396	9,177,447	(241,027)	(2.56)
2004	8,023,468,897	35,772,416,479	22.4292	40,233,427	9,418,474	(155,811)	(1.63)
2003	7,370,090,989	31,483,236,852	23.4096	40,421,656	9,574,285	101,979	1.08
2002	6,539,029,048	27,607,114,973	23.6860	39,912,619	9,472,306	457,472	5.07
2001	5,578,503,984	23,505,650,009	23.7326	37,360,711	9,014,834	677,273	8.10
2000	4,959,174,740	20,552,599,405	24.1292	34,750,952	8,337,561	504,722	6.40

Data Source:

NH Department of Revenue Administration

City of Nashua, New Hampshire

Ratios of Long Term Debt Outstanding and Legal Debt Limits
Last Ten Fiscal Years

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Debt at June 30										
General Obligation Debt										
City Depts	\$ 14,951,557	\$ 27,018,957	\$ 29,598,357	\$ 27,868,094	\$ 27,565,652	\$ 25,742,467	\$ 23,901,229	\$ 32,970,385	\$ 30,544,656	\$ 28,096,205
School Dept	42,719,220	93,354,070	126,294,636	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580
Total General Fund	57,670,777	120,373,027	155,892,993	146,664,726	184,314,243	174,110,503	162,036,933	162,833,496	150,722,431	138,461,785
Solid Waste Fund¹										
General Obligation Debt	350,000	320,000	295,000	291,802	262,893	233,982	205,391	177,336	149,818	7,387,890
State Revolving Loan Funds	8,649,263	14,652,893	18,420,047	21,517,224	21,505,447	21,576,755	20,400,320	19,154,055	17,907,784	16,661,514
Wastewater Fund										
General Obligation Debt	6,151,223	5,781,973	5,462,007	4,908,472	4,332,865	3,750,515	3,167,677	2,584,171	2,007,752	1,445,326
State Revolving Loan Funds	7,629,488	9,225,408	8,764,138	8,302,867	7,841,597	7,380,326	6,919,056	6,457,788	5,996,515	5,535,245
Total Enterprise Funds	22,779,974	29,980,274	32,941,192	35,020,365	33,942,802	32,941,580	30,692,444	28,373,350	26,061,869	31,029,975
Total Debt at June 30	\$ 80,450,751	\$ 150,353,301	\$ 188,834,185	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760
Base Value for Debt Limits										
	\$ 4,950,626,085	\$ 5,568,875,454	\$ 6,667,788,319	\$ 7,505,206,241	\$ 8,167,360,524	\$ 8,584,525,785	\$ 9,438,642,749	\$ 9,861,998,165	\$ 9,497,984,632	\$ 9,150,834,250
Legal Debt Limits (% of Base Value)										
City - 2% ²	99,012,522	111,377,509	133,355,766	150,104,125	163,347,210	171,690,516	188,772,855	197,239,963	189,959,693	183,016,685
School - 6% ²	297,037,565	334,132,527	400,067,299	450,312,374	490,041,631	515,071,547	566,318,565	591,719,890	569,879,078	549,050,055
Debt Against Legal Debt Limits										
City Depts	14,951,557	27,018,957	29,598,357	27,868,094	27,565,652	25,742,467	23,901,229	32,970,385	30,544,656	28,096,205
School Dept	42,719,220	93,354,070	126,294,636	118,796,632	156,748,591	148,368,036	138,135,704	129,863,111	120,177,775	110,365,580
Exempt from Legal Debt Limits										
Total Debt at June 30	22,779,974	29,980,274	32,941,192	35,020,365	33,942,802	32,941,580	30,692,444	28,373,350	26,061,869	31,029,975
	\$ 80,450,751	\$ 150,353,301	\$ 188,834,185	\$ 181,685,091	\$ 218,257,045	\$ 207,052,083	\$ 192,729,377	\$ 191,206,846	\$ 176,784,300	\$ 169,491,760
Unused Capacity of Legal Debt Limits										
City Depts	\$ 84,060,965	\$ 84,358,552	\$ 103,757,409	\$ 122,236,031	\$ 135,781,558	\$ 145,948,049	\$ 164,871,626	\$ 164,269,578	\$ 159,415,037	\$ 154,920,480
School Dept	254,318,345	240,778,457	273,772,663	331,515,742	333,293,040	366,703,511	428,182,861	461,856,779	449,701,303	438,684,475
% of Legal Debt Limits Used										
City Depts	15.1%	24.3%	22.2%	18.6%	16.9%	15.0%	12.7%	16.7%	16.1%	15.4%
School Dept	14.4%	27.9%	31.6%	26.4%	32.0%	28.8%	24.4%	21.9%	21.1%	20.1%
Data Source: Audited Financial Statements N.H. Department of Revenue Administration										

Notes:

¹ Excludes \$3,375,000 in BANS issued 01/1996 for Landfill Closure, matured 10/1997. Subsequently financed through State Revolving Loan funds.² City imposed more restrictive limits (2% City, 6% School) than state statute allows (3% City, 7% School).

Municipal Government Report

City of Nashua, New Hampshire

Ratios of Outstanding Debt by Debt Type Last Ten Fiscal Years

Fiscal Year	Governmental Activities - General Obligation Debt				Tax Supported Debt	% of Net Debt to Assessed Value	Tax Supported Debt per capita
	City Depts.	School Dept.	Total	Less Est. State School Aid			
2009	\$ 28,096,205	\$ 110,365,580	\$ 138,461,785	\$ 33,109,674	\$ 105,352,111	1.1 %	1,213
2008	30,544,656	120,177,775	150,722,431	36,053,333	114,669,099	1.2	1,324
2007	32,970,385	129,863,111	162,833,496	38,958,933	123,874,563	1.4	1,433
2006	23,901,230	138,135,705	162,036,935	41,440,712	120,596,224	1.3	1,393
2005	25,742,467	148,368,036	174,110,503	44,510,411	129,600,092	1.4	1,496
2004	27,565,652	156,748,591	184,314,243	47,024,577	137,289,666	1.9	1,581
2003	27,868,094	118,796,632	146,664,726	35,638,990	111,025,736	2.0	1,278
2002	29,598,357	126,294,636	155,892,993	37,888,391	118,004,602	2.2	1,350
2001	27,018,957	93,354,070	120,373,027	28,006,221	92,366,806	1.7	1,057
2000	14,951,557	42,719,220	57,670,777	12,815,766	44,855,011	0.9	517

Fiscal Year	Business-Type Activities - General Obligation Debt and State Revolving Fund Loans				Net Debt	Net debt per capita	% of Personal Income
	Solid Waste Fund	Wastewater Fund	Total	Less Est. State Aid			
2009	24,049,404	6,980,571	31,029,975	3,801,055	27,228,920	314	0.9 %
2008	18,057,602	8,004,267	26,061,869	3,406,614	22,655,255	262	0.8
2007	19,331,391	9,041,959	28,373,350	3,741,531	24,631,819	285	0.8
2006	20,605,711	10,086,733	30,692,444	4,077,918	26,614,526	307	0.9
2005	21,810,738	11,130,842	32,941,580	4,407,242	28,534,338	329	1.0
2004	21,768,340	12,174,462	33,942,802	4,611,726	29,331,076	338	1.1
2003	21,809,026	13,211,339	35,020,365	4,823,170	30,197,195	348	1.2
2002	18,715,047	14,226,144	32,941,191	4,716,734	28,224,458	323	1.2
2001	14,972,893	15,007,381	29,980,274	4,498,766	25,481,509	292	1.1
2000	8,999,263	13,780,711	22,779,974	3,656,069	19,123,906	220	1.0

Fiscal Year	Total Primary Government	Less State Aid	Net Debt	% of Net Debt to Assessed Value	Net Debt per capita	% of Personal Income
2009	169,491,760	36,910,729	132,581,031	1.4 %	1,527	4.6 %
2008	176,784,300	39,459,946	137,324,354	1.5	1,586	4.6
2007	191,206,846	42,700,464	148,506,382	1.6	1,718	5.0
2006	192,729,379	45,518,630	147,210,749	1.6	1,700	5.0
2005	207,052,083	48,917,653	158,134,430	1.7	1,826	5.7
2004	218,257,045	51,636,304	166,620,741	2.3	1,919	6.4
2003	181,685,091	40,462,160	141,222,931	2.6	1,626	5.8
2002	188,834,184	42,605,124	146,229,060	2.7	1,673	6.3
2001	150,353,301	32,504,987	117,848,315	2.2	1,348	5.3
2000	80,450,751	16,471,835	63,978,917	1.2	737	3.2

Data Sources:
Audited Financial Statements
U.S. Census Bureau
Assessors Department MS-1 Report

City of Nashua, New Hampshire

Computation of Overlapping Debt Hillsborough County Long Term Debt Last Ten Fiscal Years

End of Fiscal Year	Net General Obligation Debt Outstanding ¹	Percentage Applicable to Government ²	Amount Applicable to Government
2009	-	20.6966 %	-
2008	-	20.9198	-
2007	-	21.3719	-
2006	-	21.1097	-
2005	-	21.2316	-
2004	-	22.4292	-
2003	-	23.4096	-
2002	1,445,500	23.6860	34,238,154
2001	2,982,000	23.7326	70,770,640
2000	4,609,500	24.1292	111,223,478

Data Sources:

¹ Hillsborough County Audited Financial Statements at fiscal year end including interest, does not include leases.

² NH Department of Revenue Administration.

City of Nashua, New Hampshire

Demographic Statistics
Last Ten Fiscal Years

Fiscal Year	Population ¹	Median Family Income ²	Per Capita Income ²	City ³		Unemployment Rates		
				Unemployed	Labor Force	City ³	State of NH ⁴	US ⁴
2009	86,835	\$ 81,071	\$ 33,352	2,730	49,287	5.5 %	5.1 %	7.6 %
2008	86,576	84,011	34,561	1,905	49,804	3.8	4.0	5.8
2007	86,462	83,006	34,014	1,871	49,612	4.0	3.6	4.6
2006	86,586	80,211	32,731	1,972	49,179	4.0	3.5	4.6
2005	86,613	79,087	31,999	2,005	49,267	4.2	3.6	5.1
2004	86,835	78,900	30,016	2,191	48,880	5.1	3.9	5.5
2003	86,848	77,800	28,317	2,642	48,806	5.6	4.5	6.0
2002	87,411	71,100	26,878	2,821	49,041	5.3	4.5	5.8
2001	87,412	68,300	25,671	1,995	49,220	3.0	3.4	4.7
2000	86,776	64,100	25,209	1,347	48,589	2.9	2.7	4.0

Data Sources:

¹ FY2000-2008 population estimates derived from U.S. Census Bureau, Population Division data.

FY2009 population estimate is based on an average of the preceeding nine years population data.

² FY1999 from NH Employment Security. FY2000-2004 from HUD User Policy Development and Research Information Service.

FY2005-2009 obtained from "Editor & Publisher Market Guide", The Editor & Publisher Co.

³ Unemployment and Labor Force data for City from NH Economic and Labor Market Data Information System not seasonally adjusted.⁴ US Bureau of Labor Statistic - fiscal year annual averages are not seasonally adjusted.

City of Nashua, New Hampshire

Principal Employers

Current Year and Nine Years Ago

Employer	Type of Business	2009			2000		
		Employee	Rank	Percentage of Total City Employment %	Employee	Rank	Percentage of Total City Employment %
BAE Systems ¹	Aerospace/ Electronics	2,960	1	5.67	2,500	2	5.35
Nashua School District	Schools	2,068	2	3.96	1,746	5	3.73
St. Joseph Hospital and Trauma Center	Hospital	2,031	3	3.89	1,759	4	3.76
Southern New Hampshire Medical Center	Hospital	1,844	4	3.53	1,087	7	2.33
City of Nashua	City Government	811	5	1.55	808	8	1.73
US Post Office	Postal Service	481	6	0.92	550	9	1.18
Oracle Corporation	Software	476	7	0.91			
Amphenol ²	Backplane Connection Systems	472	8	0.90	2,730	1	5.84
Federal Aviation Administration	Air Traffic Control	434	9	0.83	500	10	1.07
Axsys Technologies	Optics	339	10	0.65			
Compaq Computer Corp. ³	Computer Software/Hardware				2,200	3	4.71
Oxford Health Plan	Health Insurance				1,550	6	3.32
Total Principal Employers		11,916		22.82	15,430		33.01
Total City Employment		52,220			46,750		

Data Source:

New Hampshire Business Review - Book of Lists

Notes:

1 Previously identified as Sanders, a Lockheed Martin Company.

2 Previously identified as Teradyne Connection Systems Inc. (TER)

3 Previously identified as Digital Equipment Corp. (DEC)

City of Nashua, New Hampshire

Operating Indicators by Function
Last Ten Fiscal Years

Function	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Finance										
Taxable property parcels assessed	26,525	26,642	26,698	26,778	26,824	27,062	27,151	27,446	27,094	27,968
Property transfers processed ¹	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,379	1,918	2,072
Motor vehicles registered	85,662	88,618	90,156	90,746	89,328	89,816	90,503	87,985	87,999	82,324
Planning - Inspection Division										
Building inspections	8,979	8,958	9,813	10,022	10,250	*	8,405	7837	6,475	6,057
Estimated construction value in millions	88.1	253.8	159.5	68.8	103.6	*	125	164	84	54.7
Police²										
Physical arrests	4,476	3,668	3,850	3,902	4,199	4,117	4,519	4,111	4,411	3,023
Traffic violations	5,755	5,786	6,513	7,230	10,176	26,204	23,473	18,391	31,727	24,324
Parking violations	25,001	24,360	28,432	37,050	38,499	31,967	34,257	28,170	25,509	24,607
Fire and Rescue										
Calls answered	6,081	6,723	6,353	6,733	7,007	7,373	7,801	7,691	7,744	8,312
Emergency responses	2,665	3,151	3,107	3,356	3,528	3,689	3,777	3,940	4,019	4,053
Fires extinguished	301	367	326	281	329	304	300	317	370	450
Number of inspections conducted	68	60	76	52	50	27	66	104	149	519
Emergency medical responses	2,560	2,239	2,222	2,354	2,563	2,726	2,875	3,025	3,086	3,974
Public Works										
Refuse collected (tons) ³	81,845	73,978	72,389	65,883	64,547	55,157	54,475	59,325	58,315	57,111
Recycling (tons) ⁴	9,791	10,662	10,845	13,199	13,979	10,878	11,200	9,106	12,301	17,884
Streets resurfaced (miles)	6.0	11.9	13.1	10.8	10.4	8.3	7.9	10.2	4.2	3.3
Potholes repaired	*	*	*	753	1,152	818	717	1,024	1,178	1,077
Wastewater System										
Daily average treatment (millions of gallons)	13.8	16.2	11.5	12.7	11.9	12.9	14.2	12.1	11.7	12.2
Public Library										
Items in collection ⁵	220,679	223,469	230,000	240,000	245,000	257,147	243,724	240,496	263,974	269,427
Items circulated	347,167	346,345	359,251	434,286	559,411	657,413	692,939	731,274	798,704	810,573
Public Health-Environmental Health										
Food service establishment inspections	*	*	*	*	*	*	*	*	*	1,357
Residential inspections	*	*	*	*	*	*	*	*	*	26
Pools/spas sampled	*	*	*	*	*	*	*	*	*	117
Public Health-Welfare/Assistance										
General assistance	389,650	511,716	1,356,287	1,900,474	1,679,242	1,360,418	1,281,992	1,044,358	1,281,992	1,192,483
Number of contacts	3,947	3,671	5,913	7,621	8,613	9,817	12,066	11,268	11,410	13,257
Applicants	1,438	1,333	1,849	2,145	2,117	2,052	5,206	2,232	2,137	1,329
Interviews	*	*	*	5,919	5,348	5,332	5,206	5,182	4,336	4,839
Assisted cases	2,093	2,044	3,977	4,737	4,099	3,476	3,693	3,427	2,937	3,371
Public Health-Community Health/Clinic Services										
Childhood immunizations	*	*	*	*	*	*	*	*	*	418
Adult influenza vaccinations	*	*	*	*	*	*	*	*	*	1,770
Outreach clients	*	*	*	*	*	*	*	*	*	523
Clinic counseling and testing	*	*	*	*	*	*	*	*	*	1,091

Data Source:

Various city departments

Notes:

¹ Based on an estimate per the City of Nashua, Assessing Department² Police data is based on a calendar year. The current year's data is for January through September 21, 2009.³ Refuse consists of residential, commercial, and industrial municipal solid waste (MSW) by calendar year. 2005 data is year-to-date through October.⁴ Recycling consists of mixed paper, mixed containers, scrap metal, soft yard waste, auto tires and batteries by calendar year. 2005 data is year-to-date through October.⁵ 2003-2004 data for Public Library-Items in collection are based on an estimate due to change in data gathering process.

* Data unavailable for these years.

City of Nashua, New Hampshire

Capital Asset Statistics by Function
Last Ten Fiscal Years

Function	Fiscal Year									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	35	35	35	35	35	35	35	35	35	35
Fire and Rescue										
Number of stations	7	7	7	7	7	7	7	7	7	7
Number of ladder trucks	4	4	4	4	4	4	4	4	4	4
Number of pumpers	8	8	8	8	8	8	8	8	8	8
Number of support vehicles	25	25	25	25	25	25	25	25	25	25
Public Works										
Miles of streets	*	*	*	*	*	322	322	322	323	343
Miles of storm drains	*	*	*	*	*	130.0	130.8	131.0	131.1	133.0
Number of traffic lights	76	76	76	78	78	80	84	85	87	92
Number of bridges	18	18	18	18	18	19	19	19	19	19
Culture and Recreation										
Number of Parks	46	47	47	47	48	49	49	49	50	51
Park acreage	632	632	632	632	632	632	632	632	688	930
Playgrounds	24	24	24	24	24	24	24	24	24	24
Baseball fields	27	27	27	27	27	27	27	27	27	27
Softball fields	12	12	12	12	12	12	12	12	12	12
Football fields	3	3	3	3	3	3	3	3	3	3
Soccer fields	14	14	14	14	14	14	14	14	14	14
Swimming pools	3	3	3	3	3	3	3	3	3	3
Tennis courts	17	17	17	17	17	17	17	17	17	17
Sewage System										
Miles of sanitary sewers	*	*	*	*	*	285.0	285.3	285.7	285.7	285.7
Number of treatment plants	1	1	1	1	1	1	1	1	1	1
Number of service connections	21,246	21,497	21,689	21,902	22,120	22,349	22,408	22,669	22,782	22,955
Average Daily Flow (MGD)	13.8	16.2	11.5	12.7	11.9	12.9	14.2	12.1	11.7	12.2
Maximum daily capacity of treatment (MGD) dry weather	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Maximum daily capacity of treatment (MGD) wet weather	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	110.0
Education										
Elementary School Buildings	12	12	12	12	12	12	12	12	12	12
Middle School Buildings	3	3	3	4	4	4	4	4	4	4
High School Buildings	1	1	1	2	2	2	2	2	2	2

Data Source:

Various city departments

* Data unavailable for these years.

Municipal Government Report

City of Nashua, New Hampshire

City Government Employees by Division - Full Time Equivalents Last Ten Fiscal Years¹

Division	Fiscal Year									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
General Government Division										
Mayor's Office	4.6	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0
Legal	5.0	5.0	5.0	5.0	5.0	4.9	4.9	4.9	4.9	5.0
Board of Aldermen	1.6	1.6	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Citistat	-	-	-	-	-	-	-	-	-	2.0
Employee Benefits	-	-	-	-	-	-	-	-	-	1.8
Office of the City Clerk	8.5	8.5	7.5	6.8	7.0	7.0	7.0	7.0	7.0	7.0
Human Resources	3.8	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	4.1
Total General Government	23.5	24.0	23.1	22.4	22.6	22.5	22.6	22.6	22.6	25.6
Financial Services Division										
Finance	30.9	30.8	31.8	30.8	30.5	31.0	30.6	31.4	31.4	31.3
Risk Management	4.0	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0	5.0
Purchasing	5.0	5.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Building Maintenance	4.0	4.6	4.6	5.6	5.6	5.6	5.6	5.6	4.6	4.6
Hunt Building	-	-	-	-	-	-	-	-	-	0.5
Assessing	10.0	12.0	13.0	12.0	10.0	11.0	11.0	11.0	10.0	10.0
Total Financial Services	53.9	57.4	57.4	57.4	54.1	56.6	56.2	57.0	55.0	55.4
Administrative Services Division²										
	1.0	0.9	1.6	1.9	1.5	1.9	1.9	1.9	1.9	-
Information Technology Division³										
	6.0	7.0	10.0	10.0	8.0	9.0	9.0	13.0	12.0	13.0
Public Safety Division										
Police	218.6	219.4	232.6	236.9	236.9	238.9	240.0	248.0	248.1	248.6
Fire	173.5	178.0	178.0	178.0	181.6	181.6	176.0	174.0	176.0	176.0
Communications	-	-	-	-	-	-	-	-	-	1.8
Total Public Safety	392.1	397.4	410.6	414.9	418.5	420.5	416.0	422.0	424.1	426.4
Public Health & Community Services Division										
Community Services	5.5	6.1	7.1	7.1	8.6	7.5	7.8	7.8	8.0	8.3
Community Health	14.3	12.8	16.6	13.4	11.3	10.4	8.6	10.4	10.3	10.3
Environmental Health	7.0	6.0	5.6	6.0	6.0	6.0	6.0	7.0	7.0	7.0
Welfare	4.4	4.5	5.5	6.0	8.0	7.8	6.9	7.9	7.9	7.4
Total Health & Comm. Services	31.1	29.5	34.8	32.6	33.9	31.6	29.3	33.1	33.2	32.9
Public Works Division										
Admin/Engineering	14.0	16.0	19.0	19.0	18.0	19.0	16.0	17.0	14.0	14.0
Parks & Recreation	26.0	28.0	26.0	28.0	29.0	29.0	29.0	27.0	28.0	36.0
Streets	77.0	71.0	65.0	67.0	63.0	61.0	56.0	59.5	58.0	57.5
Traffic	9.0	9.0	9.0	9.0	8.0	10.0	10.0	10.0	10.0	10.0
Parking	2.0	-	-	1.0	2.0	2.0	1.0	1.0	1.0	1.0
Wastewater	28.0	28.0	26.0	28.0	30.0	31.0	35.0	31.0	35.0	35.0
Solid Waste	40.0	40.0	39.0	39.0	37.0	33.0	33.0	31.5	31.5	31.5
Total Public Works	196.0	192.0	184.0	191.0	187.0	185.0	180.0	177.0	177.5	185.0
Community Development Division⁴										
Community Development	2.0	1.0	2.0	2.0	2.0	2.4	2.3	2.3	2.0	2.0
Planning	18.6	18.0	8.0	8.0	8.0	7.6	7.6	8.0	8.0	8.0
Office of Economic Development	-	1.0	1.0	1.0	1.0	1.4	1.4	1.4	1.4	1.5
Urban Programs	5.0	6.0	6.0	6.0	6.0	6.0	6.0	7.0	11.0	11.0
Building	-	-	9.0	9.0	10.0	10.0	10.0	10.0	10.0	9.3
Code Enforcement	-	-	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Total Community Development	25.6	26.0	29.0	29.0	30.0	30.4	30.3	31.7	35.4	34.8
Public Services										
Edgewood Cemetery	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.2
Woodlawn Cemetery	4.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	4.7
Total Public Services	8.0	8.0	8.0	8.0	8.0	7.0	8.0	8.0	8.0	9.8
Library Department										
	49.2	48.9	50.7	50.4	47.5	48.5	45.8	45.8	45.8	45.2
School Department										
Teachers	775.0	790.0	795.0	821.0	830.0	838.0	821.0	824.0	830.0	834.0
Other staff	741.0	744.0	786.0	849.0	839.0	867.0	856.0	850.0	862.0	817.2
Total School Department	1,516.0	1,534.0	1,581.0	1,670.0	1,669.0	1,705.0	1,693.0	1,674.0	1,692.0	1,651.2
Total All Functions	2,302.3	2,325.0	2,390.1	2,487.6	2,480.2	2,518.0	2,492.1	2,486.1	2,507.5	2,479.3
Percent of Total										
General Government Division	1.0%	1.0%	1.0%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	1.0%
Financial Services Division	2.3%	2.5%	2.4%	2.3%	2.2%	2.2%	2.3%	2.3%	2.2%	2.2%
Administrative Services Division	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%
Information Technology Division	0.3%	0.3%	0.4%	0.4%	0.3%	0.4%	0.4%	0.5%	0.5%	0.5%
Public Safety Division	17.0%	17.1%	17.2%	16.7%	16.9%	16.7%	16.7%	17.0%	16.9%	17.2%
Public Health & Community Services Division	1.4%	1.3%	1.5%	1.3%	1.4%	1.3%	1.2%	1.3%	1.3%	1.3%
Public Works Division	8.5%	8.3%	7.7%	7.7%	7.5%	7.3%	7.2%	7.1%	7.1%	7.5%
Community Development Division	1.1%	1.1%	1.2%	1.2%	1.2%	1.2%	1.2%	1.3%	1.4%	1.4%
Public Services Division	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%
Library Department	2.1%	2.1%	2.1%	2.0%	1.9%	1.9%	1.8%	1.8%	1.8%	1.8%
School Department	65.8%	66.0%	66.1%	67.1%	67.3%	67.7%	67.9%	67.3%	67.5%	66.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Data Source

City of Nashua Budget. Full time equivalent based on 40 hours per week.

Notes

¹ Data prior to FY2000 not available at this time.

² The Administrative Services Division was dissolved in FY2009 with departmental functions reassigned to the Financial Services and General Government Divisions.

³ Information Technology was established as a new Division during FY2007.

⁴ Community Development Division was reorganized in FY2002.

City of Nashua, New Hampshire

Student/Teacher Statistical Information
Last Ten Fiscal Years

	Fiscal Year									
	2000	2001	2002	2003	2004	2005 ¹	2006	2007	2008	2009
Student Enrollment:										
Elementary	7,828	7,706	7,456	7,227	7,028	5,702	5,469	5,378	5,486	5,592
Middle School	3,084	3,086	3,096	3,233	3,230	3,287	3,240	3,076	2,768	2,632
High School	2,638	2,729	2,867	2,997	3,081	4,236	4,274	4,258	4,261	4,122
Total	13,550	13,521	13,419	13,457	13,339	13,225	12,983	12,712	12,515	12,346
Teacher FTEs:²										
Elementary	419	420	420	417	415	359	339	340	345	331
Middle School	198	201	201	213	213	215	214	214	213	212
High School	139	145	147	155	164	226	230	230	232	259
District-wide	19	24	28	36	38	38	38	40	40	32
Total	775	790	795	821	830	838	821	824	830	834

Data Source:

Nashua School District

Notes:

¹ Data reflects the transition of 6th grade moving from elementary to middle school and 9th grade moving from middle to high school.² The distribution among teachers by grade level is an estimate.

City of Nashua, New Hampshire

School Department Operating Statistics

Last Ten Fiscal Years

Fiscal Year	Operating Budget ¹	Debt Service ¹	Total Budget	Enrollment	Cost per Pupil	Percentage Change	Teaching Staff	Pupil/Teacher Ratio
2009	\$ 86,025,543	\$ 14,818,757	\$ 100,844,300	12,346	\$ 8,168	3.4 %	834	14.8
2008	83,554,436	15,273,288	98,827,724	12,515	7,897	3.3	830	15.1
2007	80,791,428	16,377,196	97,168,624	12,712	7,644	-0.6	824	15.4
2006	83,101,595	16,776,199	99,877,794	12,983	7,693	4.3	821	15.8
2005	81,545,643	16,014,196	97,559,839	13,225	7,377	9.7	838	15.8
2004	76,210,800	13,455,535	89,666,335	13,339	6,722	3.2	830	16.1
2003	73,763,630	13,869,625	87,633,255	13,457	6,512	10.1	821	16.4
2002	68,656,687	10,735,676	79,392,363	13,419	5,916	9.9	795	16.9
2001	65,888,289	6,905,650	72,793,939	13,521	5,384	7.9	790	17.1
2000	63,283,491	4,312,545	67,596,036	13,550	4,989	2.7	775	17.5

Data Source:

Budget information from City Adopted Budget and non-financial information provided by the School Department.

Notes:

¹ Budget is for the General Fund only and excludes grant funds and food services.

SAMPLING OF IMPORTANT HISTORICAL EVENTS IN THE HISTORY OF NASHUA

1859:	First graduating class at Nashua High School.
1885, April 14:	Nashua Horse Railway started.
1886, Fall:	Electric Lights installed in stores only.
1887:	First Electric Street Railway Service Electrified.
1895, Aug. 13:	Street Railway Service Electrified.
1910:	City Farm sold, became Nashua Country Club.
1913, Sept. 3:	Nashua White Way Installed.
1917:	Spring Street School destroyed by fire.
1919:	Dedication of new High School on Spring Street.
1920:	Playground opened on South Common.
1922:	Daniel Webster Highway opened.
1924:	Main Street widened from West Pearl to Hollis Street.
1924:	Nashua Main Street Bridge destroyed by fire.
1925:	New Main Street Bridge built.
1928:	Nashua celebrated 75th Anniversary as a City.
1930, May 4:	Crown Hill fire.
1932:	Nashua Street Railway Service discontinued.
1934, July 19:	Police Radio installed.
1936, March 19:	Flood.
1937:	Holman Stadium dedicated.
1937, Nov. 19:	Teletype System installed.
1938, Sept. 20:	Hurricane and Flood.
1944, April 11:	Main Street widened from Main Street Bridge to the Southerly line of Montcalm Building.
1945:	Airport dedicated at Boire Field.
1946:	Parking meters installed.
1946:	Federal Public Housing for Veterans of World War II (80 units).
1947:	Merrimack River flood control project completed.
1949:	Dike-Pump House.

1949:	South of Lake Street Pump House.
1950:	Main Street widened on Westerly side, from West Hollis Street to Mulberry Street.
1953:	Nashua Centennial Celebration.
1954, Aug. 31:	Hurricane "Carol".
1954, Sept. 11:	Hurricane "Edna".
1954, Nov. 12:	"Red Wing Express" (Montreal to Boston), wrecked at Bridge Street Crossing, near Union Street - one killed, twenty-one injured.
1956, March 16/19:	"Twin Blizzards".
1956, April 8:	"Blizzard" (one death).
1956, April 10:	Fire Alarm Whistle silenced.
1957, Feb. 4:	N.H. National Guard Armory destroyed by fire.
1958, Jan. 7:	Twenty-one inch blizzard (one death).
1958, Jan. 16:	Sixteen-inch blizzard.
1958, January:	Widening of Main Street bottleneck started (West Side).
1959:	Widening of Main street Bridge Southerly, completed.
1959, March 8:	Dedication of New National Guard Armory.
1960, Sept. 1:	Chandler Library opened; formally dedicated on October 10 th .
1961, Jan. 30:	Twenty-five inch blizzard (one death).
1962:	Vagge Village, 50 unit Housing for Elderly.
1963:	Federal Aviation Agency (Boston Center) opened.
1963:	New Post Office completed.
1964, Nov. 16:	New lights installed in business district.
1965:	Memorial Monument to President Kennedy installed in front of City Hall.
1965, Oct. 26:	Lyons Field dedicated (Marshall Street).
1965, Nov. 9:	Gardner Field dedicated (Bowers Street).
1966:	Federally Subsidized Housing, Ledge Street, 30 units.
1966, Feb. 1:	Ward boundaries changed.
1967, June 17:	St. Joseph Hospital dedicated.
1967, June 30:	B&M ends passenger train service to Nashua.

1968, March 13:	Gift of \$800,000 by Eliot Carter for new library.
1968, June 9:	Unveiling and dedication of Nashua Firemen's Relief Association Monument on Stark Square.
1969:	Veteran's Memorial Field dedicated.
1969, Nov. 25:	Second gift of \$300,000 by Eliot Carter for new Library.
1970:	Old Post Office demolished.
1970, Sept. 15:	Veterans Memorial Bridge dedicated (cost \$1.6 million).
1970, Sept. 15:	Taylor Falls Bridge closed.
1971, June 28:	Hunt Memorial Building listed in National Register of Historic Places.
1971, Sept. 26:	Nashua Public Library dedicated.
1971:	New Communications Center, Nashua Police Department (cost \$87,000).
1971, Nov. 2:	Voting machine used for first time in Municipal Election.
1972:	Ward boundaries changed.
1972, May 21:	Florence Speare Memorial Building dedicated.
1972, Aug. 8:	One-way traffic plan adopted.
1973, July 19:	Sagamore Point Bridge opened.
1973, July 20:	Hunt Building rededicated Hunt Memorial Building.
1973, Sept. 19:	Roussel Memorial Field dedicated.
1974, December:	New bridge opened to traffic (replacement for Taylor Falls Bridge).
1975:	Nashua N.H. Foundation permanently displays historic Mill Bell.
1975, July 4:	Laying of Cornerstone - New High School.
1976, July 13:	Dedication of Bicentennial Monument to Revolutionary War Soldiers in Bicentennial Park.
1977:	City receives one million dollar grant from EDA to build new Police Station, Public Works Garage, Court House and Parking Garage.
1977, Sept. 7:	Dedication of Richard Belanger Gymnasium (Nashua High School Gym).
1977, Oct. 2:	Dedication of Library Media Center at Bicentennial Elementary School to Assistant Superintendent Emma Nicol.

1977, November:	Main Street Amenities (first phase).
1978, Feb. 7:	Record 27-inch snowfall paralyzes city.
1978, Feb. 18:	President Carter's visit to Nashua for Town Meeting with area High School students. President Carter presented Key to the City in box specially made in Santa Rosa with inscription carved by laser beam.
1978, July:	Second phase of Main Street Amenities Program.
1978, August:	Statue of Major General John G. Foster relocated.
1978, Oct. 25:	1903 Time Capsule at Foster Square opened for the first time in 75 years, and a new capsule sealed and placed next to the relocated statue of Major General John Gray Foster.
1978, Nov. 24:	Municipal Parking Garage opened to the public.
1979, March 5:	Nashua District Courthouse and Municipal Parking Garage dedicated.
1979, May:	Mine Falls Park Project recipient of 1979 N.H. Outstanding Civil Engineering Achievement Award: pedestrian bridge selected by the American Society of Civil Engineers for an Award of Merit by the American Institute of Steel Construction.
1979, May 18:	Police Station and BPW Garage dedicated.
1979, Sept. 30:	Amherst Street School Gym dedicated to Tony Marandos.
1980, Jan. 28:	Passenger rail service between N.H. and Boston begun.
1980, April 17:	Abbott-Spalding House listed in National Register of Historic Places.
1980:	North Little League ball field near Amherst Street School named for the late Robert H. Murray, Sr., former major league baseball star.
1980, Aug. 20:	Demolition of Arlington Street School started; demolition completed September 17, 1980.
1980, August:	Dedicated Xavier House, 34 unit Housing for the Elderly.
1980, October:	Nashua Jewish Community marks 20th anniversary of opening of Raymond Street Temple.
1981, May 3:	Dr. Norman Crisp School dedicated (Arlington Street).
1981, May 22:	Arel Manor Dedicated, Housing for Elderly with 110 units.
1981, June:	Temple Street School and James B. Crowley School closed.
1981, July 30:	Laton House celebrates 100th Anniversary.
1981:	Indian Head National Bank marks 130th Anniversary.

1981:	Main Street United Methodist Church celebrates Sesquicentennial Anniversary.
1981, Sept.:	Demolition of Public Works Garage on East Hollis Street begun.
1982:	Nashua Telegraph celebrates its Sesquicentennial.
1982:	Goodwill Building, corner Main and E. Pearl Streets, renovated; now known as City Plaza.
1982	Paper Box Co. Building, corner E. Hollis and Dearborn Streets; renovated for Matthew Thornton Health Clinic.
1983, Dec. 20:	A three-year lease was signed bringing the Double AA Baseball League to Nashua, permitting the Holyoke Millers to become the Nashua Angels for the 1983 Eastern League Season.
1983	Senior Center, 70 Temple Street, dedicated.
1983	Youth benefactor Lawrence C. Elliott's statue dedicated at City Plaza, Main Street.
1983, April 7:	Rededication of the newly renovated Nashua City Hall.
1983, April 7:	Dedication of the Freedom Shrine by the Exchange Club of Nashua to the City of Nashua.
1983, Nov. 4:	Temple Street Manor, former Temple Street Elementary School, now 43 units of Housing for the Elderly, dedicated.
1984:	Nashua Pirates replaced the Nashua Angels in becoming the Double AA Baseball team in the Eastern League.
1984, April:	Street light conversion begun.
1984, July 15:	Hellenic Circle dedicated (junction Walnut, Chestnut, and Central Streets).
1984, Sept. 15:	City Bus, Nashua's new transit system, began operations.
1984, Sept. 25:	Alan Soifert Playground at Mine Falls Park dedicated.
1985, July 20:	Dedication of maintenance and office building at Nashua Municipal Airport to Airport Manager Kenneth Howe.
1985, Sept. 25:	Hurricane "Gloria".
1985, Sept. 26:	Dedication of the Roby Park, Spit Brook Road.
1985, Nov. 29:	Elm Street Garage dedication.
1985, Dec. 1:	Elm Street Garage officially opened.
1985, Dec. 11:	Power began flowing from the new Mines Falls Hydro-Electric Plant.

1986, July:	Nashua, the only city or town in New Hampshire to computerize the Vehicle Registration process.
1986, July:	The Pheasant Lane Mall opened (150 stores).
1986, July 12:	J.F. Kennedy statue returned to its original location in front of City Hall.
1986, Aug. 21:	Dedication of the Park Recreation Building on 100 Concord Street, Nashua, NH.
1986, September:	Rededication of Deschenes Oval, Railroad Square.
1986, Sept. 28:	Dedication of Playing Fields at Mine Falls Park to Marine Sgt. Allen H. Soifert.
1986, November:	Rededication of Elm Street Junior High School Auditorium.
1987, Jan.18:	Nashua Center for the Arts officially transferred to local developer John Stabile.
1987, February:	New transit fleet for the City Bus Company arrives.
1987, March:	Conveyance of the former James B. Crowley School to the Nashua Adult Learning Center, Inc.
1987, March:	Arts & Science Center changes its name to the Nashua Center for the Arts.
1987, April:	Lights installed at soccer and softball fields at Mine Falls Park.
1987, April 1:	Residence Tax repealed.
1987, April 26:	John P. Howe and Sally Howe Bixby gave a Gift of Land on Broad Street to be known as the "Howe Wildlife Sanctuary".
1987, May:	Ground breaking ceremonies for the new Junior High School on Henri Burque Highway.
1987, July 19:	Money Magazine designated Nashua and its surrounding communities as the most livable area in the United States. Nashua #1 City.
1987, Sept. 8:	Sister City relationship established with An Sung, South Korea.
1987, Sept. 17:	200th Anniversary of the United States Constitution.
1987, Sept. 17:	Dedication of Veterans Memorial at Woodlawn Cemetery.
1987, Sept. 17:	Dedication of Constitution Plaza and Constitution Garden at Main and Spring Streets.
1987, Sept. 19:	Planting and dedication of Constitutional Tree at Greeley Park by the Girl and Boy Scouts of Nashua.

1987, Oct. 27:	Ground breaking for Secondary Sewerage Treatment Plant sewerage facility.
1987, Oct. 28:	Dedication and official opening of the play lot at Roby Park.
1987, Oct. 29:	Unveiling of painting by Nashua Artist James Aponovich in City Hall rotunda.
1988, July 7:	Delegates from An Sun County, South Korea, Sister City to Nashua, visited Nashua.
1988, Sept. 18:	Pennichuck Junior High School dedicated (208 Manchester Street).
1988, Oct. 26:	Unveiling of 2nd painting by Nashua artist John Aponovich in the City Hall rotunda.
1988, Oct. 26:	Volunteer Recycling Program started in the City of Nashua.
1988, Dec. 28:	Relocation of the Central Bus Transfer Station to the area between City Hall and Garden Street.
1989, Jan. 15:	Clocktower Place opened.
1989, January:	Demolition of Spring Street Junior High School completed. Work begun on the new Superior Court on Spring Street location.
1989, June:	Renovation of City Hall Annex, 2nd Floor, completed.
1989, July 1:	Korean War Veteran Memorial.
1989, July 30:	Rededication of Fields Grove Park.
1990, April 22:	20th Anniversary Earth Day Celebration.
1990, June 12:	Board of Aldermen authorized the sale of the Nashua District Court House to the State of New Hampshire.
1990, Nov. 27:	Designated Martin Luther King Jr.'s Birthday as a Municipal Holiday to be observed on the third Monday in January each year.
1990, Dec. 1:	The Nashua City Bus Contract was awarded to the Greater Nashua Transportation Services, Inc.
1991, Jan. 15:	Wetlands Legislation approved by Nashua Voters in Special Referendum Election.
1991, June 12:	Mt. Auburn Associates prepared a strategic plan for the future for the City of Nashua and the Greater Nashua Chamber of Commerce.
1991, November:	City Vehicle Registration Office began issuing license plate decals for State of New Hampshire.

1992, Jan. 31:	City Clerk's Office relocated to Elm Street side of City Hall.
1992, Feb. 18:	New Ward Boundaries were established.
1992, May 13:	Amherst Street School celebrated its 100th Anniversary.
1992, November:	City of Nashua Received "1st Place" award for excellence in Annual Reports by the New Hampshire Municipal Association.
1993, Jan. 12:	Created Hunt Memorial Building Restoration Fund.
1993, January:	Regional Roundtable established.
1993:	SARA Title III Regional Meeting and Conference with EPA.
1993, Nov. 2:	Budget Control Charter Amendment and Approval of Salaries and Collective Bargaining Agreements of the Nashua School District approved by Nashua voters by Referendum Question.
1994, April 26:	Dedication of Libby Field (lower field at Lincoln Park) in recognition of Linda Libby.
1994, May 10:	Dedication of Matt Dube Field (Baseball Field at St. Andrew's Playground) in recognition of his courage, hope and inspiration.
1994, June 1:	Nashua Memorial Hospital changed its name to Southern New Hampshire Regional Medical Center.
1994, Aug. 15:	100th Anniversary Celebration - Amherst Street Fire Station.
1995, March:	American Stage Festival leased Center for The Arts Building at 14 Court Street.
1996, June 14:	Olympic Torch Celebration.
1997, April 8:	Named two city entrances into Holman Stadium in recognition of the 50th Anniversary of the Nashua Dodgers Baseball Team's Celebrated Players Roy Campanella and Don Newcombe.
1997, June 11:	NASHUA #1 CITY - Nashua named most livable city in America by Money Magazine for second time in ten years.
1998, Feb. 27:	Professional Baseball Agreement - Nashua Pride Professional Baseball , LLC.
1998, May 26:	Mayor established "MILLENNIUM CELEBRATION COMMITTEE."
1998, Dec. 8:	Recall Election for the Office of Mayor.
1999, Jan. 12:	Recall Run-off Election for the Office of Mayor.
1999, June 8:	Adopted the 1999 Nashua Recreation Plan.

1999, Dec. 14:	"David W. Deane Skate Park" named.
2000, May 19:	Ground broken for Nashua High School North.
2000, June 14:	"Nashua Heritage Rail Trail" named. Officially opened November 8, 2000.
2000, September:	Nashua Pride professional baseball team brings home the Atlantic League Championship.
2001, March:	Pennichuck Junior High School Roof Collapses Walnut Street Oval named "Hellenic Circle.
2001, May 19:	Dedication of a bronze and iron statue depicting a French-American mother and child at Le Parc de Notre Renaissance Francaise off Water Street. Christopher R. Gowell, sculptor.
2001, September 7:	An estimated 2,800 fans attended opening night at Stellos Stadium. Motta Field's state-of-the-art synthetic turf receives great reviews, but Nashua's football team falls to Concord, 21 – 14.
2001, September 11:	Attack on the World Trade Center shocks city and nation.
2002	New Ward Boundaries established. NH Legislature unable to agree on new lines for House and Senate Districts. As a result, NH Supreme Court establishes new legislative districts. Court discovers that 2000 U.S. census tracts in New Hampshire did not properly follow all cities' ward lines and establishes at-large House Districts in many cities. Nashua further amends boundaries in Wards 4, 6, 7 and 8 at November 2002 election.
2002, August:	Curtain falls on American Stage Festival, 14 Court Street, after 31 years of professional theater. The company moved from its Milford home, along the banks of the Souhegan, to Nashua in 1999.
2002, September 3:	First day of school at Nashua High School – North. The \$70 million school off Broad Street will house juniors and seniors for two years while the former high school, now named Nashua High School – South, is renovated.
2003:	Nashua celebrates its 150 th birthday as a city: 1853 – 2003.
2004:	Nashua opens second public high school for grades 9 – 12.
2005:	Mayor Bernard A. Streeter files suit to put a stop to Mayoral Recall Election, a process authorized under provisions in the 1913 city charter. Superior Court issues an injunction to prevent the special election and voids the recall provision, citing modern state laws governing municipal authority.

- 2005: Batesville Casket Company announces the closing of its Nashua operations, putting 200 people out of work. Teradyne Connection Systems cuts 200 workers in January and another 100 in December.
- Joseph Giuliano, Superintendent of Schools, announces plans to retire.
- 2006: Heavy rains over Mother's Day weekend created flooding that washed out roadways and bridges and flooded homes in Nashua and surrounding communities.
- State abolished the use of tollbooth tokens on New Year's Day 2006. The tokens, which depicted the Old Man of the Mountain on one side, were phased out following the introduction of E-Z pass detectors.
- Democrats took control of both chambers in the State Legislature for the first time since 1874. Democrats were elected to Nashua's two State Senate seats and 24 of 28 seats in the State Legislature.
- 2007: In November, the City elected its 55th Mayor, Donnalee Lozeau, the first woman elected to occupy the Office of the Mayor.
- Filing period for the Presidential Primary opens October 15, 2007, with the date of the Primary not yet determined. On November 21, 2007, with all other state primaries and caucuses now scheduled, Secretary of State William Gardner set January 8, 2008 as the date of the NH Presidential Primary.
- 2008: In July, the Public Utilities Commission ruled that the City could acquire Pennichuck Water Works for \$203 million, by eminent domain. Nashua voters initially voted "...to acquire all or a portion of the water works system currently serving the inhabitants of the City and others..." at a special election conducted January 14, 2003.
- On December 11th, ice storms moved into NH which resulted in more than 400,000 customers across the state losing power. By December 19th, 95% of Nashua's homes and businesses had power restored. PSNH did not report outages in the City on the 22nd, though 2,000 homes in NH were still in the dark on Christmas Eve.

**MAYOR AND BOARD OF ALDERMEN
2008 – 2009**



First row, left to right (seated): Ward Five Alderman Michael Tabacsko; Alderman-at-Large Benjamin Clemons; Ward Nine Alderman Jeffrey T. Cox; Alderman-at-Large David Deane; Alderman-at-Large Fred Teeboom; Ward Three Alderman Michael A. Tamposi, Jr.; Ward One Alderman Mark S. Cookson; and Ward Seven Alderman Richard P. Flynn.

Second row, left to right (standing): City Clerk Paul R. Bergeron; Ward Eight Alderman David MacLaughlin; Ward Six Paul M. Chasse, Jr.; Alderman-at-Large Lori Wilshire; Alderman-at-Large Steven A. Bolton, President; Mayor Donnalee Lozeau; Alderman-at-Large Brian S. McCarthy, Vice President; Ward Four Alderman Marc W. Plamondon; Ward Two Alderman Richard LaRose; and Treasurer/Tax Collector David Fredette.

MUNICIPAL GOVERNMENT
2008-2009

MAYOR

Honorable Donnalee Lozeau
Elected at the November 6, 2007
Municipal Election for a Four-Year Term

PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Steven A. Bolton
Elected by the Board of Aldermen for a
Two Year Term

VICE PRESIDENT OF THE BOARD OF ALDERMEN

Alderman-at-Large Brian S. McCarthy
Elected by the Board of Aldermen for a
Two Year Term

ALDERMEN-AT-LARGE

Three members elected at the Municipal Election for Four Year Terms
Terms Expire December 31, 2009:

Steven A. Bolton	4 Kyle Drive
David W. Deane	56 Manchester Street
Fred Teeboom	24 Cheyenne Drive

Terms Expire December 31, 2011:

Benjamin M. Clemons	17 Grand Avenue
Brian S. McCarthy	65 Musket Drive
Lori Wilshire	19 Monadnock Street

WARD ALDERMEN

Ward 1	Mark S. Cookson	18 Inca Drive
Ward 2	Richard LaRose	36 Charlotte Avenue
Ward 3	Michael A. Tamposi	5 Laton Street
Ward 4	Marc W. Plamondon	78 Elm Street
Ward 5	Michael Tabacsco	5 Federal Hill Road
Ward 6	Paul M. Chasse, Jr.	26 Balcom Street
Ward 7	Richard P. Flynn	12 Charlton Circle
Ward 8	David MacLaughlin	4 Heritage Village Dr., #104
Ward 9	Jeffrey T. Cox	12 Colleen Road

CLERK OF THE BOARD: Paul R. Bergeron, City Clerk
Tricia Piecuch, Deputy City Clerk

LEGISLATIVE ASSISTANT: Susan Lovering
Dawn MacMillan, Transcription Specialist

STANDING COMMITTEES: 2008 – 2009

Budget Review Committee	McCarthy (CH), Tabacsko (VC), Deane, Wilshire, Clemons, Cookson, Tamposi
Finance Committee	Bolton (VC), LaRose, Chasse, Flynn, Wilshire, Clemons
Human Affairs	Wilshire (CH), LaRose (VC), Plamondon, Flynn, MacLaughlin
Infrastructure	Plamondon (CH), Teeboom (VC), Deane, Tamposi, Cox
Planning & Economic Development	Tabacsko (CH), McCarthy (VC), Clemons, LaRose, Teeboom
Personnel/Administrative Affairs	MacLaughlin (CH), Plamondon (VC), Chasse, Cox, Deane
Joint Special School Bldg	Bolton, McCarthy, Wilshire, Clemons, Cookson, Tamposi, Tabacsko, Flynn, Cox

SPECIAL LIAISON COMMITTEE MEMBERSHIP

14 Court Street Commission.....	Tabacsko
Board of Education.	Cox, Deane (Alt)
Board of Fire Commissioners	Tabacsko, Plamondon (Alt)
Board of Health	Bolton, Tabacsko (Alt)
Board of Public Works	Deane, Plamondon (Alt)
BPW Pension.	Flynn, Teeboom (Alt)
Business & Industrial Development Authority.....	Bolton
Cable TV Advisory Board.	McCarthy, Wilshire (Alt)
Capital Equipment Reserve Fund	Bolton
Capital Improvements.	McCarthy, Deane (Alt)
Child Care Advisory Commission.	Cox, Teeboom (Alt)
Conservation Commission.....	MacLaughlin
Continuum of Care.....	LaRose, Cookson (Alt)
Conway Ice Rink Commission	Chasse, Bolton (Alt)
Ethics Review Committee	Teeboom, Cookson (Alt)
Ethnic Awareness Committee	Clemons, Flynn (Alt)
Historic District Commission	Tamposi, MacLaughlin (Alt)
Housing Authority.	Wilshire, Chasse (Alt)
Hunt Building Board of Trustees.....	LaRose, Tamposi (Alt)
Hunt Legacy.	Bolton
IRA F. Harris Legacy Fund Trustees	Bolton
Library Board of Trustees.	Bolton
Merrimack Valley Water District.....	McCarthy, Tabacsko (Alt)
Nashua Association for the Elderly Board of Directors.....	Bolton
Nashua City Planning Board.....	LaRose, Clemons (Alt)
Nashua Green Team	Cox
Nashua Regional Planning Comm.....	Tabacsko, Plamondon, McCarthy (Alt), Teeboom (Alt)
Pennichuck Special Water Committee.	McCarthy (CH), LaRose (VC), Bolton, Cookson, Tabacsko
Planning Board.....	LaRose, Clemons (Alt)
Pride Work Group.....	To Be Named if Necessary
Review & Comment Commission	Cookson, Clemons (Alt)
Transit Advisory Committee	Clemons, Flynn (Alt)

BOARD OF EDUCATION: 2008-2009

RICHARD DOWD	8 ASCOT PARK	03063	598-3528
STEVEN G. HAAS	18 WATSEEDGE DRIVE	03063	889-1326
ROBERT G. HALLOWELL	6 CHAUCER ROAD	03062	888-6488
DENNIS HOGAN	51 PINE HILL AVE	03064	883-3485
JOHN D. "JACK" KELLEY	12 SKYLINE DRIVE	03062	880-4083
EDWINA KWAN	48 CATHEDRAL CIRCLE	03063	886-5740
WILLIAM MOSHER	353 MAIN DUNSTABLE RD	03062	889-5526
THOMAS L. VAUGHAN	6 KEVIN ROAD	03062	888-0984
SANDRA ZIEHM	147 CHESTNUT STREET	03060	883-2882

BOARD OF PUBLIC WORKS: 2008-2009

DONALD J. DYER	16 RADCLIFFE DRIVE	03062	882-2880
DANIEL L. GAGNON	13 COURTLAND STREET	03064	881-8632
TIMOTHY LAVOIE	22 DODGE STREET	03064	595-2050
TRACY PAPPAS	12 SWART TERRACE	03064	882-3192

FIRE COMMISSION: 2008 – 2009

KEVIN GAGE	29 CABOT DRIVE	03064	880-0644
PAUL A. GARANT	60 BARTEMUS TRAIL	03063	897-0812
RALPH V. KELLOWAY, JR.	11 STANFORD ROAD	03064	889-9216
BRUCE A. LAUGHTON	62 GILLIS STREET	03060	889-7073
DAVID LAVOIE	5 WATSEEDGE DRIVE	03063	881-9398

**CITY ELECTION OFFICIALS
2008 – 2009
MODERATORS**

WARD 1	PATRICIA A. CHADWICK	43 INDIAN ROCK ROAD	03063	880-8759
WARD 2	ANN MORAN	21 DANBURY ROAD	03064	883-0127
WARD 3	ARTHUR L. BARRETT, JR.	73 WALDEN POND DRIVE	03064	882-6796
WARD 4	DAVID H. DAVIS	9 MIAMI STREET	03064	883-9087
WARD 5	PATRICIA D. ALLAN	107 SHORE DRIVE	03062	595-2757
WARD 6	R. JAY CORBIN	7 STEVENS STREET	03060	880-9287
WARD 7	DONALD H. LACHANCE	18 WILLIAMS STREET	03060	889-4691
WARD 8	GENE ANDERSON	38 SPINDLEWICK DRIVE	03062	891-2314
WARD 9	DONALD DILLABY	27 PALISADES DRIVE	03062	888-2766

WARD CLERKS

WARD 1	MARY K. POSTON	14 BIBLE WAY	03063	886-0067
WARD 2	WILLIAM A. MARSHALL	15 WATSON STREET	03064	882-5211
WARD 3	DIANE J. GRIFFITH	19 STARK STREET	03064	595-7445
WARD 4	SHIRLEY L. SANTERRE	ONE CLOCKTOWER PLACE #529	03060	882-7000
WARD 5	JEAN E. FORTIER	1070 WEST HOLLIS STREET	03062	883-9130
WARD 6	IRENE WHITMORE	348 LAKE STREET	03060	880-1391
WARD 7	VALERIE A. DENAULT	48 BURKE STREET	03060	882-6523
WARD 8	MARGARET ANDERSON	38 SPINDLEWICK DRIVE	03062	891-2314
WARD 9	ANN A. CORBETT	168 SEARLES ROAD	03062	888-6088

**CITY ELECTION OFFICIALS
2008 – 2009
WARD SELECTMEN**

WARD 1	NICHOLAS DAHL	6 INDIAN ROCK ROAD	03063	
	ELAINE DORGAN	1 BIRCH HILL DRIVE	03063	883-0310
	BROOKS THOMPSON	36 LUTHERAN DRIVE	03063	886-1476
WARD 2	JANE SIROIS ¹	45 SHERRI-ANN AVE.	03064	
	TERESA MOLER	88 CANNONGATE RD	03064	883-9114
	CAROLYN SIROIS	49 SHERRI ANN AVE.	03064	880-8430
WARD 3	MARTHA P. BARRETT	73 WALDEN POND DR.	03064	882-6796
	HENRY KLEMENTOWICZ	101 WELLINGTON ST.	03064	595-9896
	A. DAVID PIERCE	13 MANCHESTER ST.	03064	882-9853
WARD 4	JAMES BARNETT	2 BEECH STREET	03060	889-7396
	CLARENCE KRAMMES	6 MT. VERNON STREET	03060	883-2860
	HENRY LABINE, JR.	1 PERRY AVENUE	03060	882-4702
WARD 5	NELSON S. ALLAN	107 SHORE DRIVE	03062	595-2757
	ANNE HOSTAGE	14 ROSEMARY COURT	03062	882-5844
	PAUL PELLERIN	2 HAWTHORNE LANE	03062	886-1162
WARD 6	VACANT			
	JAMES GATELY	165 PINE STREET	03060	886-7348
	JOHN MADIGAN	29 VICTOR AVENUE	03060	888-1679
WARD 7	JUNE M. CARON	24 MONTGOMERY AVE.	03060	594-3367
	EDWARD JEAN	70 MARSHALL STREET	03060	889-1452
	ANNE M. SIROIS	57 NEWBURY STREET	03060	882-9505
WARD 8	LINDA BOLMARCICH	11 WAGON TRAIL	03062	888-6364
	MARY ANN MELIZZI-GOLJA	2 AMBLE ROAD	03062	888-9765
	ERIC SCHNEIDER	19 STANLEY LANE	03062	888-6810
WARD 9	EVELYN DAILEY	18 NIGHTINGALE ROAD	03062	889-0023
	PATRICIA MOREAU	5 GAGNON CIRCLE	03062	882-6393
	KAY POTFORA	102 CONANT ROAD	03062	888-0653

¹ Virginia Hinkle, 37 Windemere Way, died in office, March 5, 2008.

THE COMMON COUNCIL AND BOARD OF ALDERMEN

Under the City's first Charter of 1853, the Mayor and Aldermen sat as one board, with the Mayor presiding. Though the Mayor exercised "general supervision" over the affairs of the new city, the executive powers of Nashua rested with the full Board which possessed all the powers that town Selectmen had under state law, except as otherwise provided by the Charter. The Common Council had the "power to make all such salutary and needful by-laws...and make, establish, publish, alter, modify, amend or repeal ordinances, rules, regulations and by-laws..." In addition, the Council oversaw city property and finances, had the power to construct drains and sewers, had all power and authority vested in boards of health, and provided for the appointment or election of city officials and fixed their compensation. The 1853 Charter was significantly amended by the voters in 1914. Effective January 1, 1915, the Council was abolished and the Board of Aldermen became the legislative authority. The Mayor remained the chief executive officer, but he was granted veto power over the Board's actions. The Mayor retained the right to introduce legislation, but he would no longer preside over the Board's meetings; the Board elected a President for that purpose. The final meeting of the Common Council was held on December 15, 1914.

PRESIDENTS, BOARD OF COMMON COUNCIL

1853	Aaron F. Stevens	1880	Charles W. Stevens
1854	Edward Spalding	1881	Guy W. Latham
1855	David A.G. Warner	1882	Isaac C. Johnson
1856	Samuel C. Crombie	1883	Isaac C. Johnson
1857	Ivory Harmon	1884	Charles E. Cummings
1858	George L. White	1885	Charles R. McQuesten
1859	Josiah M. Fletcher	1886	Fred C. Anderson
1860	Josiah M. Fletcher	1887	Charles T. Lund
1861	Jonathan Parkhurst	1888	Albert H. Bailey
1862	Jacob D. March	1889	Henry P. Whitney ²
1863	Theodore H. Wood	1890	Frank P. Rideout
1864	Henry Holt	1891	Fletcher W. Burnham
1865	John G. Kimball	1892	Lester F. Thurber
1866	John G. Kimball	1893	Frank L. Kimball
1867	Charles D. Copp	1894	William D. Swart
1868	William B. Buell	1895 – 1896	William D. Swart
1869	Benjamin Fletcher Jr.	1897 – 1898	Edward H. Wason
1870	Eugene F. Whitney	1899 – 1900	Charles O. Murray
1871	Edwin W. Johnson	1901 – 1902	Warren H. Prichard
1872	Thomas H. Pinkham	1903 – 1904	Warren H. Prichard
1873	Loring Farnsworth	1905 – 1906	Moses L. Truel
1874	Timothy B. Crowley	1907 – 1908	James H. Connor
1875	Edgar B. Burke	1909 – 1910	Harry A. Gregg
1876	James H. Dunlap	1911 – 1912	John F. Shea
1877	Alfred Chase	1913	Frederick A. Collins ³
1878	Joseph W. Wallace	1913 – 1914	Charles M. Shenton ⁴
1879	James A. Merrill		

² elected on 33rd ballot

³ resigned November 4, 1913

⁴ elected November 4, 1913

PRESIDENTS, BOARD OF ALDERMEN

1920-1921	Fred E. Taggart	1962-1963	Henry J. Fortin
1922-1925	Edwin Morey	1964-1967	Francis LaFlamme
1926-1927	Wilbert Blanchard	1968-1971	Maurice L. Arel
1928-1929	Henry A. Lagasse	1972-1975	Donald L. Ethier
1930-1931	Walter E. Grant	1976-1977	Alice L. Dube
1932-1933	Charles H. Parker	1978-1979	Donald L. Ethier
1934-1935	Walter E. Grant	1980-1981	Donald C. Davidson
1936-1937	Joseph A. Therriault	1982-1985	Thomas B. Kelley
1938-1939	Eugene H. Lemay ⁵	1986-1987	Carl Andrade
1939	Joseph E. Houde ⁶	1988-1991	Thomas B. Kelley
1940-1941	Edward R. Benoit	1992-1993	Philip J. Grandmaison
1942-1943	Walter B. Mason	1994-1995	Joyce L. Arel
1944-1945	Edward R. Benoit	1996-1997	Claire McGrath
1946-1947	Lester H. Burnham	1998-1999	David G. Fredette
1948-1949	Henry J. Ouellette	2000-2001	Katherine E. Hersh ⁷
1950-1953	Conrad H. Bellavance	2001	Steven A. Bolton ⁸
1954-1955	Michael J. Dell Isola	2002-2003	David Rootovich
1958-1959	Wilfred Pelletier	2004-2005	Brian S. McCarthy
1960-1961	Thomas J. Leonard Jr.	2006-2007	David Rootovich
		2008-2009	Steven A. Bolton

⁵ elected Mayor February 14, 1939

⁶ elected February 14, 1939

⁷ resigned August 14, 2001

⁸ elected August 14, 2001

Nashua's First City Hall



Completed in 1843, Nashua's first Town – then City – Hall was located on the east side of Main Street near the site of the County Records Building on Temple Street, built in 1866.

The architectural lines were incorporated into the present-day City Hall, which was constructed at 229 Main Street. The dedication of the new "Nashua City Hall and Police Station" was held on November 20 and 21, 1939. According to the Dedication Program, the total cost of the new facility was \$370,000. \$166,500 of this amount was a grant from the United States Government under the Roosevelt Administration's work relief programs. The Dedication Program also projected that the "Estimated revenue from (the) sale of (the) old City Hall and Municipal Building by (the) Finance Committee" would be \$125,000.

This sketch of Nashua's first City Hall appeared in the Municipal Report for the Year Ending 1902.

INFORMATIONAL STATISTICS

October 26, 1673:	The General Assembly of Massachusetts granted a Charter to the Township of Dunstable.	
August 5, 1740:	King George II settled the boundary lines between Massachusetts and New Hampshire substantially as they are today.	
April 4, 1746:	The Province of New Hampshire granted a Charter to the Township of Dunstable (in New Hampshire.)	
July 20, 1764:	King George III established the boundary between New Hampshire and New York along the west bank of the Connecticut River, north of Massachusetts and south of the parallel of 45 degrees north latitude. This line became the boundary between New Hampshire and Vermont and has not changed to the present.	
December 15, 1836:	Name of Dunstable changed to Nashua.	
January 23, 1842:	Nashua divided.	
	Nashville:	North Side of River
	Nashua:	South Side of River
1843:	Town Hall completed	
1853:	Nashville united with Nashua and received City Charter	

MAYORS OF NASHUA

1. Joseph Baldwin	1853-1854	28. Joseph Howard	1895 -1896
2. Freeman S. Rogers	1855-1856	19. Jason E. Tolles	1897 -1900
3. Thomas Gillis	1857	30. Milton A. Taylor	1901 -1902
4. Albin Beard	1858-1859	31. Jeremiah J. Doyle	1903 -1904
5. Aaron W. Sawyer	1860	32. Andros B. Jones	1905 -1906
6. George Bowers	1861	33. Albert Shedd	1907 -1910
7. Hiram T. Morrill	1862-1863	34. William H. Barry	1911 -1914
8. Edward Spalding	1864	35. James B. Crowley	1915 -1919
9. Virgil C. Gilman	1865	36. Henri A. Burke	1920 -1923
10. Gilman Scripture	1866-1867	37. Eaton D. Sargent	1924 -1927
11. George Bowers	1868	38. William F. Sullivan	1928-1933
12. Jotham D. Otterson	1869-1870	39. Alvin A. Lucier	1934-1937
13. Dana Sargent	1871	40. Frank A. McMaster	1938-1939
14. Seth D. Chandler	1872	41. Eugene A. Lemay	1939-1945
15. Frank A. McKean	1873 -1874	42. Oswald S. Maynard	1946-1949
16. George H. Whitney	1875	43. Hugh Gregg	1950
17. Charles Williams	1876 -1877	44. Claude E. Nichols	1951
18. William H. Cook	1878	45. Lester H. Burnham	1952 -1957
19. Charles Holman	1879 -1880	46. Mario J. Vagge	1958 -1965
20. Benjamin Fletcher, Jr.	1881 -1882	47. Dennis Sullivan	1966 -1977
21. Alfred Norton	1883 -1884	48. Donald C. Davidson	1977
22. John A. Spalding	1885	49. Maurice L. Arel	1977 -1984
23. James H. Tolles	1886 -1888	50. Thomas J. Leonard	1984
24. Charles H. Burke	1889 -1890	51. James W. Donchess	1984 -1991
25. William H. Beasom	1891 -1892	52. Rob Wagner	1992 -1995
26. Williams Hall	1893	53. Donald C. Davidson	1999 -1999
27. Thomas Sands	1894	54. Bernard A. Streeter	2000 -2007
		55. Donnalee Lozeau	2008 –

MAYOR'S ANNUAL STATE-OF-THE-CITY ADDRESS

February 17, 2009



Thank you President Bolton, members of the Board. I appreciate the opportunity to join you tonight to talk about the state of our city. At 156 years young, Nashua is financially sound and full of opportunity. It's a tremendous place to raise children, and has the good fortune of having an incredible number of citizens who pour their hearts into this community through volunteerism, leaving their special mark on our city.

One year ago, I stood at this same podium as your new Mayor ready to assume the challenge of running New Hampshire's second largest city. As a Nashua native, I thought I knew just about everything about my home town, but this past year has given me an even deeper knowledge of just what a remarkable place it really is.

Over the past year, I've had the honor of dedicating our new Vietnam Veterans Memorial, helping to pack Christmas stockings for our troops in Iraq and Afghanistan as a Moore Mart volunteer, inducting four awesome local bands into Nashua's Rock-and-Roll Hall of Fame, administering the oath to the newest class at City Year, kicking off the Summer Food Drive, attending Eagle Scout Courts, and I also have been made an honorary member of Brownie Troop 10307 just to name a few.

Both as a city and as individuals, we experienced an amazing year. The strength of our community shined when we pulled together to deal with record spring flooding, and, let's hope, a once-in-a generation ice storm in December. Time and again, we witnessed neighbor helping neighbor. Non-profit groups like the Red Cross rushed in, while local businesses also stepped up to the plate. An unprecedented amount of damage was topped only by the willingness of our citizens and emergency responders to rally under difficult circumstances.

The response to the 100 Days 100 Ways campaign was beyond my expectations. More than 100 new people have been confirmed to city boards, commissions, advisory groups and task forces, making Nashua even stronger. I want all of these folks to know just how much I appreciate their willingness to volunteer their time and talents. Nashua is indeed a remarkable place, and as your Mayor, I am very proud.

Preparing for the State-of-the-City gave me the opportunity to reflect on my first year in office. Looking back, it seems as if new mayors spend a lot of time learning the internal culture of their City Hall in order to set the table to succeed. Then in your

second year, you use that knowledge to figure out where change can be made most effectively.

I talked a lot about the challenge of change in my first State-of-the-City address. We were just at the beginning of experiencing a wave of retirements by long-time city staff; men and women who were taking valuable institutional memory with them. Our challenge continues to be learning how to balance their loss while, at the same time, opening ourselves up to new ways of doing business.

As Mayor, one of the most common questions I'm asked is, "What's been your biggest surprise?" And you know what my answer is always the same - I arrived with a pretty good understanding of city government, but have been amazed at what I refer to as a "City of Silos", followed closely by its cousin, "the Language Barrier".

First, by a "City of Silos", I'm referring to when divisions and sometimes even departments within divisions all seem to operate in separate camps. It's a way of doing business where you don't pick your head up often enough to see how things relate to one another. It creates unnecessary barriers to getting things done. Now I don't for a minute believe that our departments want it this way. It's just what frequently happens when you don't look up or have the benefit of interacting with other divisions or departments within your own division.

You can see the same thing happening within our community. Whenever we break off into our natural groups like the elderly, families, business, and even education, we focus on our individual struggles instead of looking for the broader themes that bind us together. When we get caught up in this type of thinking, it never occurs to us that things could be different or how working together can make us stronger. Well I want to break down those silos, and in their place I want to build bridges.

It begins with my cabinet. These 14 Directors are the people I count on every day to help me understand their departments, their needs, and their strengths, and I am very pleased to see you all here tonight. In turn, they work with their managers right down to the last worker on the city's frontline. Together, we are beginning to see the city from a greater distance. By breaking down barriers starting at the top, we're setting a new tone and new expectations. We are already receiving the benefits of this change in thinking.

Second to breaking down silos is creating the ability to speak the same language. One of my priorities as Mayor is to ensure that happens. What do I mean by that? Well for instance, if you examine the Mayor's office budget, and it doesn't include employee benefits, then that isn't reflecting the true associated costs of my budget.

The same thing can happen when we talk about the school budget. We say it's \$86 million, but in reality, it's much more because that number doesn't include employee benefits and other associated costs. Ditto for collective bargaining. A 2-3% pay increase may not include any accompanying step increases or rising benefit and

pension costs. You get the point here. When we can speak the same language, we break down barriers and clarify discussions all at the same time. That means better and more efficient city government for everyone. This will also increase our ability to trust one another when we talk.

Speaking the same language also goes a long way to increasing transparency. Not only do we in government need to speak the same language, we need to share that with our constituents. This past year the two tax bills that went out included an explanation of what the different taxes were and how the city spent its tax income and other revenue. Residents responded well to this, along with changes on the city web-site, all of which are done with the goal of increasing awareness of city operations. This is another way to say we're speaking and understanding the same language.

Nashua is remarkable because of its people. The same ones who step up in a disaster run for public office or volunteer to leave their mark on our community. Only through transparency and accountability in city government can we as leaders and policy makers uphold our commitment of service to them.

To talk more about where we stand as a city, I want to begin with the number one topic on everyone's mind lately; the economy, and more specifically, our local economy. Despite serious economic worries at the state and national levels, Nashua's unemployment rate for December is at 4.1% with January numbers yet to come. That's lower than the state average, and it's expected to remain much below the national rate that stands now at 7.1%

Nashua's business sector is diverse, and that plays to our advantage with all of the uncertainties we're already experiencing in the New Year. Our industries range from large defense contractors, high tech and healthcare to small business even to the smallest mom and pop outfits.

One of our most interesting businesses is Two C-Pack. Two C-Pack took over the site that was being developed for Corning. This is a company that came into Nashua and not only saved another small company it had purchased and the 120 jobs that were there, but Two C-Pack took over a vacant site, invested in geo-thermal and is the only business of its size in Nashua that can boast it sends no solid waste to landfills. Top down, this company is committed to being green.

We also enjoy two very distinct and popular retail districts; downtown and the Daniel Webster Highway. Following a national trend among big stores, Circuit City and Linens 'n Things both closed their doors. We've lost Main Street merchants and real estate offices as well. As Mayor, I understand these closures mean much more than just lost jobs and opportunities. For some, they're lost dreams.

But the good news is we've also had success stories as well. Our downtown welcomed Stella Blu, which joins the other delicious award-winning downtown restaurants as the newest addition. A new women's clothing store named Fresh found a home, and Seedlings Café found itself in such demand that it expanded its seating. And two of downtown's longest-running businesses are celebrating 100 years of service to the community; Aubuchon Hardware and Burque Jewelers.

One World Trading and Verdi Salon are carving out a green niche for themselves. Also, despite 14 car dealerships closing across New Hampshire last year, Nashua's 25 franchises are all open for business.

All businesses have a financial bottom line, and City Hall does too. Taxpayers expect us to handle their money in the most responsible and prudent way possible. So, I'm happy to report for 2008: We've got \$28.7 million in our undesignated fund balance, a balanced operating budget, and no deficit. That's quite an accomplishment, especially after the Wall Street Journal reported recently that 84% of U.S. cities are currently in the red. We had \$3.8 million dollars more in revenues than expenses. These are actual numbers, not budget estimates. In terms of the FY'08 budget, we took in \$3.1 million more in revenue than we projected and had \$1.4 million less in expenses than we appropriated. These numbers reflect how well we planned while estimating our numbers. This allowed us to allocate funds to a variety of capital needs like, City Hall renovations, and a new roof for the Library along with additional money for infrastructure projects like paving roads.

Despite the weakening economy, snow storms and high fuel prices, we were able to stay within our operating budget, while at the same time increase our surplus and our reserves. This is a tremendous accomplishment for our city. I want to thank the members of this board for helping to steer Nashua through these rough waters.

There are, of course, areas that still need improvement: financially, our enterprise funds both our landfill and waste water are not at the level we want them to be. Capital spending is suffering from underfunding, and because we have put off certain paving and building repair projects, this likely means higher future costs for maintenance and renovations. The realities of our enterprise funds and capital spending decisions are an excellent example of the constant push and pull between how much to save and how much to spend.

Clearly, our financial position is solid as we are half-way through the 2009 budget and begin to craft our next budget for 2010. However, it is still too early to calculate the impact any changes in state funding will bring.

So while I'm keeping a careful eye on how that unfolds, I am much more concerned with the challenge of how to best serve our citizens and businesses that will find themselves in new and financially uncomfortable situations in the coming weeks and months. We will need to be more creative than ever before. We must avoid adding on burdens as they weather the financial storms to come, and we will be forced to

make many tough decisions, but likely not as tough as some of the decisions our families, businesses and neighboring communities are facing.

I like to think that many of the things we did well in 2008 have had a positive impact in the future; our budget, as you know, came in under the spending cap and the tax rate for 2008 was set at \$17.55. This represents an increase of only fifteen cents or 0.8%, which is less than one-percent over our 2007 rate and is one of the smallest increases over the last ten years.

Settling our Teacher's contract was another major accomplishment. I think it's fair to say, that due to the on-going dispute, I hit the ground running from my very first day in office. One year ago tonight, many of you had to deal with the picket line outside the front door of City Hall. I could see and hear it all from my office on the second floor as I was putting my finishing touches on my first State-of-the-City speech. Thankfully, things are much quieter now.

But you know, just when I thought I was in the clear, next came the Firemen's contract. More on that later.

Another highlight - we have three new Directors on staff; Mike Gilbar is our Chief Financial Officer, Kerran Vigroux is on board as our new Director of Public Health and Community Services and Tom Gallagani is our new Economic Development Director. Not to leave out any of Mike and Kerran's accomplishments, but I did want to share with you three businesses that are true economic development success stories right here in Nashua. I had the honor of visiting each one this past year. Dell Equal Logic is Dell's computer lab in New Hampshire. Its \$1.4 billion dollar buy out was the single largest cash sale acquisition in the country last year. There are 300 employees and counting. Bathchelder Biodiesel takes a quarter million gallons of waste oil grease from restaurants and turns it into diesel fuel – the first commercial processing facility of its kind in New Hampshire. Axsys Technologies manufactures surveillance equipment and infra-red imaging systems. Axsys employs 330 with 50 new hires expected soon. As Mayor I am proud of these three companies that call Nashua their home.

As someone who has employees myself, I took a good long look at the Mayor's staff as it had been traditionally set up. I decided to allocate my resources differently. I changed priorities to emphasize and improve customer service, track city departments more efficiently, and develop better communications with our legislative delegation in Concord.

Our Office of Citizen Services is improving customer service both through the Mayor's Office and in the rotunda. On the first floor, our resource desk is the place where residents are welcomed to City Hall and pointed in the right direction, if needed. While just up one floor, people have a new place to turn when they have a problem, and best of all, they have people to talk to.

In my first State-of-the-City speech, I said that Citizen Services would be a place where residents can go not only to have their needs addressed, but also to have someone intervene on their behalf before problems had a chance to escalate. I also stressed it would create an opportunity for our Aldermen and other elected officials to serve their constituents in a better and more coordinated effort. I think both of those goals have been met. Next stop: taking the city into the new century with credit card and on-line payments.

Complimenting our Citizen Services, of course, is CitiStat. Our CitiStat program got up and running last June. So far it is working with nine different city departments. Each of these departments reports on budget items, payroll issues and performance. Significant progress has been made with how performance is tracked and evaluated. The city's work order software, IntelliGov is operational. It continues to improve and expand its capabilities and features through the joint efforts of CitiStat and our IT Department.

Through this innovative program, we have been able to bring departments and divisions together to view a clearer picture of where they have been focusing their resources and whether they would like to make changes. The biggest benefit; for the first time city management can now track citizen requests for services and manage performance. A presentation of CitiStat will be held over the next month providing an opportunity for you to see some of the information CitiStat is able to analyze.

Another great benefit to our city is our Legislative Liaison; former State Representative David Alukonis. We started with a legislative breakfast at Nashua North back in December and now the legislative session is in full swing. Some 800 bills have been filed for 2009, about 150 of which have been identified as having possible impacts on city operations.

By working with David, we have refined the list to some three dozen that warrant a greater level of attention, not to mention the state budget. One piece of legislation that made news last week is House Bill 379, concerning proposed changes to our state's Right-to-Know Law. You may have read criticism of it on the Telegraph's editorial page. But, I would remind you how in the throes of the teacher's contract everyone wanted the Aldermen and the School Board to talk to try and resolve things. When the time came to bring all the parties together, the Right-to-Know Law simply did not permit it.

Now this is one of those times that we could ignore the problem until we found ourselves in the same situation again. Instead, we can do what we're doing; proactively working to change the law, improving our ability to negotiate and communicate.

It's important to note here that what is pending is a narrow change that, if adopted, will only let the boards meet in a limited circumstance, to discuss strategy and negotiations of a collective bargaining agreement. It will require notice of the meeting, a vote to go into non-public, and minutes to be kept and at some point released. Now here's why it's important; I firmly believe that you always strike the best possible deal when someone else doesn't have the upper hand. Making certain talks public prematurely can create situations where one side has an unfair advantage. That's exactly what House Bill 379 will prevent. By now you know I call them like I see them, and I have said very clearly that people don't trust what they can't see. I believe that now more than ever, and this legislation is not a contradiction. It simply means that people will absolutely get information concerning what their elected officials have been discussing, the difference is merely when not if.

So what's ahead for Fiscal Year 2010? Well to start with, I like to think over the past year that the relationship between the Board of Aldermen and the Mayor's office has been positive. We've had the chance to work together and to share ideas. Sure we've disagreed in some areas as well, and that's healthy because I know that in the end we all have the best interests of Nashua at heart. So now, as we head into the serious business of creating a new budget, I want us all to keep in mind one thing: February is Friendship Month.

Currently, we're in the middle of preparing the budget. We know that our Spending Cap is 3.4%, which would allow for an increase of approximately \$7.7 million over our current budget. However, as you know, I asked all city departments to stay within a 1% increase in their budgets, which would mean an increase of \$2.3 million. I made this request because I was anticipating declining revenues and was pretty certain we'd be facing pending state cuts.

Since the Governor's State-of-the State, I've learned that the state cuts that are proposed are deeper than I anticipated. Governor Lynch laid out the state's fiscal crisis to Granite Staters very plainly last Thursday. What the budget in Concord will look like by June is really anyone's guess and certainly no one has a crystal ball clear enough to know how that will turn out, and what it will mean to Nashua in the end.

Let me share a quick snapshot of some of the specific cuts that the governor mentioned; revenue sharing, meals & rooms and retirement and what they mean to Nashua; last year, our meals & rooms collected by the state totaled \$3.9 million. Other revenue sharing brought in another \$3 million or more. Cutting 5% from their share of retirement equals a half million dollar loss. These three cuts add up to more than \$7 million, and would equal more than a 4% tax increase before we even begin.

While it would be easy to pick on the Governor or make demands on the state, I happen to believe that we're all in this together. Without a fiscally healthy state, we

are challenged to maintain a fiscally healthy city. We have to find a way to re-evaluate our dependence on each other and find the best way to share resources in support of one another. As I say frequently, Nashua is not an island.

Besides the loss of state revenues, we have potential budget-busting expenses that must be reigned in or re-calculated including; building and infrastructure repair costs, negotiated union salary increases and about one million dollars in retirement system costs. Still another challenge is re-evaluation. We're expecting a decrease in our tax base of 2.4%, which will equal about \$4 million less in tax revenues. All of these budget-busters will have a direct impact on our tax rate.

So what will some of our budget priorities be going forward? Last year I presented my budget at the end of March. This year I am working with the Budget Committee Chairman, Alderman McCarthy to plan a timeline that will give me the necessary time to get a better picture of our revenues, the impact of the potential cuts from the state, and what the economic stimulus funds may mean for Nashua.

This should also provide the time to meet with you all to discuss the cabinet's lengthy and comprehensive look at the city. This review and discussion will provide what I hope to be a shared consensus of the direction that we as policy makers would like to take the city, and how we might allocate resources accordingly as we move forward.

When it comes to setting the tax rate for 2009, my number one goal is stabilization. I am hoping to keep the increase to 3% or under by holding department budgets to a 1% increase, but we're also running up against a hard reality, which is keeping last year's tax rate so low may create a spike in '09.

After a year on the job, I can tell you the only thing that's second to the artistry and creativity needed to set the city's tax rate, is successfully negotiating a union contract. Last year when I stood here, 6 of Nashua's 15 collective bargaining agreements had been expired for more than two years. Today, 2 remain expired; Fire and AFSCME, and an additional 6 end on June 30th.

Regarding our firefighters, last October I made the difficult decision to veto the cost items of the proposed firefighter's collective bargaining agreement. I took that action because I believed that the cost of that agreement to the taxpayers was more than they should be asked to bear in the hard economic times. The decision was difficult because I know that Nashua has one of the most professional and well-trained fire departments in the state. In the past two weeks alone, the department responded to two major fires; one on Amherst Street and one on Lake knocking both down without any deaths or serious injuries.

The Board of Fire Commissioners and the union have returned to the bargaining table and have been working diligently at reaching an agreement. I have good reason to believe that the City and the Union will reach an agreement in the near

future, which will fairly meet both the needs of the firefighters and the City and which I will be able to support.

Up next, the Police contract. Nashua remains one of the safest cities in the country. That type of security for our residents does not happen by accident. We are truly fortunate to have a Police Department with extremely high professional standards, a department that is often the envy of others across the state. Our police officers pride themselves on a proactive approach with community policing and community partnership programs. I know how pleased everyone is that they are at full compliment.

I am counting, however, on our Chief working with our Police Commissioners, Chair Tom Maffee, along with Commissioners Bill Barry and Tom Pappas, to sharpen their pencils and find a way to protect public safety while keeping an eye on costs. We have discussed these challenges, and I am grateful that they understand the city's competing needs and the request that I have made.

Next to public safety, I believe that education is the most important responsibility of government. Providing our public school students with the best education possible depends on strong leadership and vision at the Nashua School District. As you know, we are in the process of searching for a new Superintendent. I am confident that our School Board will make skills, experience and the willingness to stay in Nashua over the long run top priorities during their search.

I also want to thank our out-going Superintendent Chris Hottel. Chris took the reins at a time when we needed quiet stability and a strong focus on our kids. He introduced performance-based budgeting and reached out to people. The school board supported him participating on my cabinet, and he has proven to be a very valuable member.

The school board has also included me in their new strategic planning initiative. This willingness to work together gives us all a clearer picture of the issues facing us from each others perspectives. Again, it's all about building bridges, tearing down silos, and speaking the same language.

A subject that always dovetails with education is the arts. Following up on a promise I made to enhance our artistic community, we held a one-day summit this past November. This led to the creation of a steering committee with a directive towards creating a single arts commission in Nashua. This, of course, will include a review of our venues and their needs, such as Court Street and the Keefe Auditorium. I would like to thank Alderman Cookson for co-chairing that initiative.

Besides the arts, another area getting renewed attention is transportation. My Transportation Advisory Committee has been meeting and taking the 10,000 foot view of the city and the region. I expect their work to be complete before the end of the fiscal year, and overall, our transit system had another record-breaking year as

ridership rose to over 416,000. I also would like to thank Aldermen Plamondon, McCarthy, and Cookson for participating on that advisory group.

2008 also brought a final vote on the Broad Street Parkway. I have put together an executive management team that is working on mapping out the next steps to ensure that we stay on track and on budget. We are hopeful that some of the economic stimulus money from Washington might be used toward this project. After all these years, completing the Broad Street Parkway will open up new areas of economic development with new jobs following right along.

Support for the proposed Commuter Rail Project is also likely to pick up steam again, especially with the stimulus money in play. The economic benefits of rail service for our area have been well documented. Since Nashua is the economic engine for the state, personally, I think a locomotive would feel right at home here in the Gate City.

While many initiatives are moving forward, some city business does remain unfinished. It's name of course is Pennichuck. As you recall, last July, only six months after I took office, the Public Utilities Commission (PUC) issued its unanimous decision stating that the public interest favors Nashua taking the assets of Pennichuck Waterworks by eminent domain.

Although I have repeatedly stated that I do not favor eminent domain, I also understand that decision is the result of over 6 years of city efforts to protect the watershed and secure stable water rates for our citizens. I have, therefore, committed city resources to continue the proceedings at the PUC. At this point, both Pennichuck and the City have filed requests that the PUC reconsider certain aspects of its July decision. Pennichuck has indicated that it will appeal to the New Hampshire Supreme Court if it's not satisfied. Bottom line - it's not over yet. However, given the importance of this issue, I will continue to pursue a resolution that is in the best interests of the City of Nashua.

In closing, I want to share just a few final thoughts. I know I've covered a great deal of ground tonight and we've talked a lot about numbers. Numbers are helpful, particularly as we head into budget negotiations. But as all of you know, numbers never really tell the entire story. You really need people to do that. I am so pleased over the past year that by partnering with our Aldermen, our school board and other commissions, we are successfully improving city services, inspiring renewed community activism, and taking a different approach to government during our contract negotiations.

In the end, it's the people of Nashua who are the real heart of this State-of-the-City address. I want to leave you with some of the accomplishments they helped make possible; Nashua was named one of the Best Places to Raise Children in the country by Business Week magazine, our citizens cast a record number of votes in last November's Presidential election, two city treasures; our old City Hall Bell and

Cotton Transfer Bridge, are now restored, we proudly hosted events ranging from an International Sculptor Symposium to a robotics competition. Our annual Holiday Stroll still attracts thousands of people to downtown. We are a city of champions. Our students win state titles in athletics, receive National Merit Scholarships and get invited to sing at the White House. And finally, thanks to a diverse group of individuals dedicated to keeping our historic Holman Stadium alive and well, professional baseball will be back in Nashua when the American Defenders take the field Memorial Day weekend.

In the year ahead, we'll be focusing a lot on the economy and rightly so. But, just as our mills gave way to high tech industries, our economy will rebound. Granted, it may look and feel differently, but it will come back. The outlook for Nashua is bright because we've always been a city that attracts new ideas and welcomes new industries. One year ago, I stood at this podium as your new Mayor, ready to assume the challenge of running New Hampshire's second largest city. I thought being Mayor would be a great job. Now, I know that it is. I wondered what challenges might come my way, and well they did in every shape and size, and I am sure they will continue. I hoped to make City Hall work better for our citizens. It does. What a year. What a city. Nashua, New Hampshire, what a great place to call home. Thank you for your attention tonight.

SEAL OF THE CITY

The seal of the City of Nashua shall consist of a circular disk, upon the outer edge of which shall be inserted the words "TOWNSHIP OF DUNSTABLE, 1673," and upon the bottom of the disc the words "CITY OF NASHUA, 1853." In the foreground shall be an anvil and hammer, a plough, a bale of goods, a regulator and a horn of plenty. Across the center of the disc shall be represented a bridge and train of railroad cars; in the background shall be a cotton mill and iron foundry. In the upper center shall be two clasped hands. The whole to be enclosed in a laurel wreath.



INTERPRETATION

Laurel - symbolized victory,
the conquest of the wilderness.
Dunstable became a plantation in 1673.
Nashua was incorporated as a city in 1853.
The clasped hands symbolize the union of
Nashua and Nashville.

The articles in the foreground symbolize the chief occupations and leading industries of Nashua.



DEPARTMENTAL REPORTS

JULY 1, 2008

THROUGH

JUNE 30, 2009

OFFICE OF THE CITY CLERK

City Clerk
Deputy City Clerk
Deputy Voter Registrar
Vital Statistics Clerks

Paul R. Bergeron, CA, CMC
Tricia Piecuch
Judy Boileau
Cynthia Duffina
Carolyn Johansen
Roberta Schelberg
Colette Trempe

Dog Licensing

More than 8,000 dogs were licensed in 2008 – 2009. \$13,741 was collected in fines from owners of dogs who failed to license their pets. Licenses are required by the state, and fees and fines are set forth in state law. The license fee in Nashua is \$7.50 for a spayed or neutered dog or a puppy between 4 months and 7 months old; and \$10.00 for a dog over 7 months old that has not been spayed or neutered. An owner of a dog who is 65 years of age or older is entitled to register one dog for \$3.00. \$2.00 from each \$7.50 or \$10.00 license issued is forwarded to the state to support animal population control; an additional \$.50 of each license issued is forwarded to the state to fund the state veterinary diagnostic laboratory.

Uniform Commercial Credit Code filings

Effective July 1, 2001, state laws relating to lien filings changed as New Hampshire moved to adopt and implement the National Model Act for UCC Revised Article 9. Town and city clerks no longer receive filings or changes for UCC's. The only new filings to be accepted by the City Clerk are hospital liens, town/city tax liens on manufactured housing, changes to any of these liens, and terminations for UCC's already on file with the City Clerk. These changes have significantly impacted revenues. Although the Secretary of State forwards cities and towns a portion of UCC filing fees now made with that office, Nashua's financing statement recording revenues, which were at \$35,439 in FY01, have declined to the point that revenues are now 42% of what they were eight years ago. In FY07, financing statement recordings brought in \$19,200; in FY08 revenues slid to \$11,755; in FY09, revenues rose to \$14,975.

Vital Records

In recent years, Nashua has issued more marriage licenses per year than any other city or town in the State of New Hampshire. A number of factors contribute to this activity: the City's growth; a 1997 change in state which allows a marriage license application to be filed in the office of any New Hampshire city or town clerk – not just the city or town where the applicants live or are to be married; a location near the state line; a location convenient to couples working in the area; and an internal policy that enables couples to obtain their licenses on the day of application. Nashua ranks second in the state in the issuance of all other vital records.

In NH, fees for the issuance of vital records are established under state law. The fee for a Marriage License is \$45 (RSA 457:29) of which \$38 is forwarded to the NH Department of Health and Human Services to support the Domestic Violence Grant Program (RSA 173:B-15). Only \$7 of the Marriage License fee is retained by the City of Nashua. A certified copy of a vital record event (birth, marriage, death) is \$12. Of this amount, \$8 is forwarded to the state in support of the Vital Records Improvement Fund established under RSA 5-C:23. Only \$4 of the certified record fee is retained by the City of Nashua. Revenues from certified copies of birth, death and marriage records were slightly lower than those of the preceding year: \$51,769 in FY09 vs. \$54,230 in FY08.

Effective July 1, 2008, the City Clerk's Office began providing couples an opportunity to get married at City Hall, in the Aldermanic Chambers, during regular business hours. 262 ceremonies were conducted at City Hall during FY09. The City receives a nominal fee of \$25 for each ceremony.

On January 1, 2008, NH began recognizing "the civil union of one man to another man or one woman to another woman" (RSA 457-A). Parties entering into a civil union are subject to the same requirements and conditions as pertain to parties entering into a marriage. During FY09, 77 couples obtained licenses for civil unions at the Nashua City Clerk's Office.

Elections

The City's official returns for a September 9, 2008 Special Municipal Election to fill a vacancy on the Board of Education, and the 2008 State Primary and General Elections appear following the Vital Statistics tables. Managing a Presidential Election, in addition to conducting the regular business affairs of the City Clerk's Office, places a lot of demands on staff and on our ward election officials. I would particularly like to take this opportunity to acknowledge the hard work of our 45 elected Ward officials, 83 appointed Ballot Inspectors, 69 Voter Registrars, and our Board of Registrars who assisted during the November election. These election officials begin arriving at the polls by 5 a.m. and stay as late as 10:30 p.m. In addition, I want to express my appreciation to the schools that host our polling places – the administrators, faculty and staff are always gracious hosts; to Public Works personnel who respond to our frequent requests to remove inappropriate political signage; to the Street Department employees who set-up and tear-down our voting booths; to all other municipal employees who have pitched in to assist our staff with the numerous calls for voter information; and to the local print and broadcast media for their efforts to educate voters about the candidates and our electoral process. I would also like to thank the Mayor and the Board of Aldermen for their support of the city's programs pertaining to the conduct of elections and registration of city voters. Our voting process would not run smoothly without their dedication.

Paul R. Bergeron
City Clerk

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1920	466	585	786	28,379
1921	426	464	853	
1922	434	393	814	
1923	485	410	789	
1924	418	435	870	
1925	426	485	800	
1926	408	462	812	
1927	447	426	749	
1928	418	498	757	
1929	417	518	708	
1930	410	485	699	31,463
1931	418	589	685	
1932	350	546	677	
1933	432	662	636	
1934	442	713	648	
1935	426	699	655	
1936	444	650	625	
1937	441	742	628	
1938	409	602	659	
1939	410	445	636	
1940	345	479	661	32,927
1941	410	532	755	
1942	399	586	874	
1943	413	447	876	
1944	411	441	793	
1945	375	564	789	
1946	414	951	1114	
1947	458	879	1347	
1948	464	795	1247	
1949	423	694	1192	
1950	470	665	1133	34,669
1951	448	692	1263	
1952	457	680	1179	
1953	418	649	1181	
1954	449	612	1232	
1955	484	616	1236	
1956	470	667	1318	
1957	492	624	1410	
1958	511	652	1447	

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1959	494	649	1384	39,096
1960	486	560	1437	
1961	520	584	1500	
1962	481	567	1621	
1963	530	592	1577	
1964	554	670	1689	55,820
1965	580	683	1627	
1966	569	709	1552	
1967	584	834	1706	
1968	627	876	1903	
1969	716	978	1911	
1970	671	911	2002	
1971	677	960	2042	
1972	701	994	1864	
1973	622	858	1803	
1974	436	897	1857	67,865
1975	474	873	1715	
1976	551	891	1737	
1977	600	848	1911	
1978	669	785	1871	
1979	716	805	1979	
1980	735	810	2105	
1981	665	942	2167	
1982	665	1044	2227	79,662
1983	753	923	2197	
1984	676	974	2308	
1985	720	1010	2595	
1986	665	916	2676	
1987	765	921	2874	
1988	690	900	3017	
1989	682	899	3059	
1990	704	827	2993	
1991	684	732	2758	
1992	727	711	2638	
1993	735	702	2650	
1994	730	747	2608	

NASHUA'S VITAL STATISTICS

YEAR	DEATHS	MARRIAGES		BIRTHS		CENSUS
		Licenses	Resident	Births	Resident	
		obtained in	Marriages	occurring	Births	
		Nashua		in Nashua		
1995	711	797	731	2550	1203	
1996	735	755	647	2418	1160	
1997	731	761	644	2386	1156	
1998	742	808	648	2282	1107	
1999	719	830	632	2258	1111	
2000	797	903	664	2298	1136	86,605
2001	722	1011	722	2266	1185	
2002	759	1011	627	2356	1221	
2003	714	996	595	2118	1103	
2004	763	973	583	2203	1149	
2005	704	893	563	2147	1181	
2006	758	821	547	2024	1168	
2007	731	831	561	1970	1117	
2008	737	859	538	1964	1060	
2009	571	718	494	1969	827	

Deaths: All Nashua occurrences regardless of decedent's place of residence.

Resident Births: All births by Nashua mothers regardless of where they occurred.

Resident Marriages: All marriages by Nashua residents regardless of where they occurred.

RETURN OF VOTES

SPECIAL MUNICIPAL ELECTION – SEPTEMBER 9, 2008

To fill an unexpired term on the Board of Education

Ward:	1	2	3	4	5	6	7	8	9	Total
Charles J. Katsohis*	495	442	439	166	364	306	271	468	486	3437
Daniel E. Hogan	492	317	366	174	346	289	310	224	348	2866

*denotes winner.

STATE PRIMARY ELECTION – SEPTEMBER 9, 2008**REPUBLICAN PRIMARY:**

*denotes winner

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
Governor											
Joseph Kenney*	455	319	282	129	325	183	239	283	338	2553	49,235
U.S. Senator											
John E. Sununu*	571	402	367	166	395	239	306	383	429	3258	60,852
Tom Alciere	64	41	30	20	43	31	32	35	36	332	7,084
US. Congress											
Jennifer Horn*	382	278	235	113	251	165	189	247	280	2140	12,726
Bob Clegg	125	106	121	49	134	83	108	114	110	950	10,771
Jim Steiner	75	43	26	18	42	20	30	36	67	357	4,582
Grant Bosse	33	17	19	11	14	7	5	22	13	141	2,974
Alfred L'Eplattenier	9	4	4	2	1	3	2	4	4	33	547
Executive Council											
Stephen Stepanek*	476	356	299	136	337	198	249	313	370	2734	10,150
State Senate – Dist. 12											
Paul G. LaFlamme, Jr.*	527	355			344				381	1607	2,287
State Senate – Dist. 13											
Sandra Ziehm*			308	144		217	264	330		1264	1,264
State Representative Dist. 20											
Carl Seidel*	412									412	412
Henry McElroy, Jr.*	371									371	371
Donald Dyer*	138									138	138

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
State Representative Dist. 21											
Michael McCarthy*		335								335	335
State Representative Dist. 22											
David Smith*			274							274	274
David Deane*			249							249	249
State Representative Dist. 23											
Paul Lannon*				130						130	130
State Representative Dist. 24											
Kenneth Ziehm*						169				169	169
Dorothy Knightly*						147				147	147
Scott Rogers*						138				138	138
State Representative Dist. 25											
Edith Hogan*							221			221	221
Jacqueline Casey*							192			192	192
State Representative Dist. 26											
Pamela Price*					265			251	337	853	853
Peter Silva*					238			270	293	801	801
Albert Cernota*					237			275	287	799	799
Barry Palmer*					244			217	299	760	760
William Mosher*					250			215	288	753	753
David Murotake*					234			215	276	725	725
Nelson Allan*					240			205	273	718	718
Robert Ferreira*					232			209	272	713	713
Stephen Yanco*					217			203	269	689	689
Dick Bowker*					216			204	266	686	686

Municipal Government Report

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
County Sheriff											
James Hardy*	488	353	306	149	335	212	261	299	362	2765	15,963
County Attorney											
Marguerite Lefebvre Wageling*	468	343	283	137	322	202	243	291	349	2638	15,535
County Treasurer											
Bob Burns*	459	334	276	136	316	193	247	289	339	2589	15,194
Register of Deeds											
Pamela Coughlin*	239	173	150	75	166	106	143	170	204	1426	6,251
Christine George Infantine	99	74	75	33	90	38	45	55	68	577	5,512
Bill Boyd	102	90	64	26	74	57	61	72	76	622	3,251
Annette Jacques	96	38	43	24	55	33	36	37	57	419	1,885
Register of Probate											
Bob Rivard*	466	346	288	138	322	201	249	294	357	2661	15,770
County Commissioner – 2nd District											
Kevin Gage*	461	350	285	135	318	199	249	292	357	2646	4,027

DEMOCRATIC PRIMARY

*denotes winner

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
Governor											
John Lynch*	422	307	399	161	348	311	322	316	344	2930	44,549
Kathryn Forry	22	17	39	20	27	27	26	24	23	225	4,444
U.S. Senator											
Jeanne Shaheen*	399	302	387	167	338	300	295	309	334	2831	42,968
Raymond Stebbins	40	18	42	18	32	38	50	28	37	303	5,281

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
US. Congress											
Paul Hodes*	378	281	374	155	325	278	291	279	325	2686	22,638
Executive Council											
Debora Pignatelli*	383	280	385	164	336	301	306	292	340	2787	8,567
State Senate – Dist. 12											
Peggy Gilmour*	357	265			315				295	1232	1,751
State Senate – Dist. 13											
Betty Lasky*			363	152		270	297	289		1371	1,371
State Representative Dist. 20											
Anthony Matarazzo*	244									244	244
Ruth Ginsburg*	328									328	328
State Representative Dist. 21											
Suzanne Harvey*		263								263	263
Roberto Fuentes*		174								174	174
Paul Hackel*		170								170	170
State Representative Dist. 22											
Lori Movsesian*			268							268	268
Brian Rhodes*			241							241	241
Cindy Rosenwald*			326							326	326
State Representative Dist. 23											
David Cote*				117						117	117
Mary Gorman*				119						119	119
Seth Marshall*				82						82	82
State Representative Dist. 24											
David Campbell*						196				196	196
Jane Clemons*						249				249	249
Kenneth Gidge*						185				185	185

Municipal Government Report

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
State Representative Dist. 25											
William Bonnice							74			74	74
June Caron*							249			249	249
Peter Cote*							196			196	196
Timothy Soucy*							189			189	189
State Representative Dist. 26											
John Kelley*					249			197	250	696	696
Angeline Kopka*					252			214	232	698	698
Roland LaPlante*					197			162	193	552	552
Carolyn Lisle*					200			167	205	572	572
John Lisle*					183			154	187	524	524
Michael O'Brien, Sr.*					209			168	237	614	614
Brian Poznanski*					202			164	197	563	563
Joan Schulze*					215			211	207	633	633
Kimberly Shaw*					231			182	243	656	656
Richard Thompson*					207			154	187	548	548
County Sheriff											
Harold Wheeler*	298	235	303	138	277	258	251	217	276	2253	10,739
County Attorney											
Marguerite Lefebvre Wageling*, r (Write-ins)	4	2		1	1		1			9	159
County Treasurer											
Christopher Pappas*	298	242	324	144	270	253	256	218	266	2271	11,221
Register of Deeds											
Benjamin Clemons	156	124	173	47	111	123	98	108	153	1093	2,591
Louise Wright*	107	74	93	71	105	87	103	84	80	804	3,830
Arthur Beaudry	35	20	38	16	52	41	51	23	39	315	2,748
Paula Pappas Borbotsina	50	47	49	30	49	44	35	35	42	381	2,624

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
Register of Probate											
Graham Smith*	294	227	310	142	268	261	246	210	266	2224	10,709
County Commissioner – 2nd District											
Michael Clemons*	315	244	329	152	276	264	268	223	289	2360	3,190

STATE GENERAL ELECTION – NOVEMBER 4, 2008

*denotes winner

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
President of the U.S.											
John McCain,r	2475	2072	1789	945	2499	1637	1673	1845	2390	17325	316,534
Barack Obama*, d	2952	2535	2594	2038	2741	2370	2166	2632	2874	22902	384,826
Ralph Nader,i	25	23	15	16	27	36	21	28	24	215	3,503
George Phillies, l	1	2	1	2	5	2	7	1	5	26	531
Bob Barr, l	29	24	14	16	17	18	15	18	17	168	2,217
Governor											
Joseph Kenney, r	1403	1191	1039	547	1424	863	889	1174	1381	9911	188,555
John Lynch*, d	3757	3143	3044	2152	3472	2894	2641	2938	3495	27536	479,042
Susan Newell, l	128	126	136	122	130	118	146	128	120	1154	14,987
U.S. Senator											
John E. Sununu, r	2408	2076	1779	898	2337	1477	1505	1931	2354	16765	314,403
Jeanne Shaheen*,d	2785	2316	2347	1862	2639	2298	2093	2313	2620	21273	358,438
Ken Blevens, l	189	154	180	150	196	199	163	156	172	1559	21,516

Municipal Government Report

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
US. Congress											
Jennifer Horn,r	2287	1962	1698	880	2239	1453	1473	1790	2174	15956	138,222
Paul Hodes*, d	2807	2327	2347	1789	2580	2232	2018	2275	2631	21006	188,332
Chester Lapoint II, I	119	110	121	95	126	110	113	127	112	1033	7,121
Executive Council											
Stephen Stepanek, r	1000	1731	1434	797	1994	1219	1279	1562	1910	12926	53,562
Debora Pignatelli*,d	2902	2393	2459	2002	2620	2400	2127	2386	2792	22081	68,102
State Senate – Dist. 12											
Paul LaFlamme, Jr., r	2282	1808			1997				1935	8022	11,655
Peggy Gilmour*, d	2474	2056			2301				2282	9113	12,510
Betty Hall, i	313	324			406				456	1499	2,690
State Senate – Dist. 13											
Sandra Ziehm, r			1723	884		1496	1478	1701		7283	7,283
Bette Lasky*, d			2215	1738		2161	1970	2297		10381	10,381
State Representative Dist. 20											
Carl Seidel*,r	2372									2372	2,372
Henry McElroy, Jr.,r	1836									1836	1,836
Donald Dyer,r	2028									2028	2,028
Anthony Matarazzo*,d	2524									2524	2,524
Ruth Ginsburg*, d	2480									2480	2,480

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
State Representative Dist. 21											
Michael McCarthy*, r		1872								1872	1,867 <i>recount</i>
Donald McClarren, r		1614								1614	1,611 <i>recount</i>
Elenore Crane, r		1679								1679	1,675 <i>recount</i>
Suzanne Harvey*, d		2187								2187	2,195 <i>recount</i>
Roberto Fuentes, d		1817								1817	1,823 <i>recount</i>
Paul Hackel*,d		1883								1883	1,887 <i>recount</i>
State Representative Dist. 22											
David Smith,r			1470							1470	1,470
David Deane,r			1510							1510	1,510
Daniel Richardson,r			1414							1414	1,414
Lori Movsesian*,d			1946							1946	1,946
Brian Rhodes*, d			1994							1994	1,994
Cindy Rosenwald*,d			2159							2159	2,159
State Representative Dist. 23											
Paul Lannon,r				835						835	835
David Cote*,d				1515						1515	1,515
Mary Gorman*, d				1520						1520	1,520
Seth Marshall*, d				1293						1293	1,293
State Representative Dist. 24											
Kenneth Ziehm, r						1292				1292	1,292
Dorothy Knightly, r						1139				1139	1,139
Scott Rogers,r						1116				1116	1,116

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
David Campbell*, d						1890				1890	1,890
Jane Clemons*, d						2100				2100	2,100
Kenneth Gidge*, d						1663				1663	1,663
State Representative Dist. 25											
Edith Hogan*,r							1651			1651	1,651
Jacqueline Casey, r							1185			1185	1,185
June Caron*,d							1774			1774	1,774
Peter Cote, d							1451			1451	1,451
Timothy Soucy*, d							1718			1718	1,718
State Representative Dist. 26											
Pamela Price*, r					1774			1519	1949	5242	5,242
Peter Silva*, r					1889			1794	2060	5743	5,743
Albert Cernota, r					1424			1347	1564	4335	4,335
Barry Palmer,r					1617			1280	1667	4564	4,564
William Mosher, r					1664			1310	1693	4667	4,667
David Murotake, r					1694			1268	1749	4711	4,711
Nelson Allan,r					1500			1181	1499	4180	4,180
Robert Ferreira, r					1601			1276	1663	4540	4,540
Stephen Yanco, r					1596			1212	1582	4390	4,390
Dick Bowker,r					1589			1210	1543	4342	4,342
John Kelley*, d					1978			1778	2037	5793	5,793
Angeline Kopka*, d					2096			1795	1978	5869	5,869
Roland LaPlante*, d					1713			1496	1699	4908	4,908

Ward:	1	2	3	4	5	6	7	8	9	City Total	State Total
Carolyn Lisle*, d					1666			1579	1715	4960	4,960
John Lisle, d					1425			1387	1473	4285	4,285
Michael O'Brien,Sr*,d					1773			1589	1985	5347	5,347
Brian Poznanski*, d					1816			1640	1835	5291	5,291
Joan Schulze*,d					1730			1725	1767	5222	5,222
Kimberly Shaw*, d					1902			1782	2070	5754	5,754
Richard Thompson, d					1633			1475	1640	4748	4,748
County Sheriff											
James Hardy,r	2392	2030	1793	979	2328	1610	1649	1824	2305	16910	94,606
Harold Wheeler, d	2246	1857	1849	1535	1937	1853	1570	1722	1962	16531	77,306
County Attorney											
Marguerite Lefebvre Wageling,r&d	4449	3752	3524	2431	4030	3293	3095	3380	4044	31998	166,977
County Treasurer											
Bob Burns, r	2068	1750	1484	787	1941	1307	1352	1551	1946	14186	80,969
Christopher Pappas, d	2477	2087	2111	1704	2181	2115	1833	1902	2210	18620	89,417
Register of Deeds											
Pamela Couglin, r	2343	1976	1727	904	2166	1504	1524	1692	2216	16052	89,888
Louise Wright, d	2246	1879	1904	1591	1996	1908	1674	1787	1960	16945	79,647
Register of Probate											
Bob Rivard, r	2289	1959	1731	896	2115	1516	1567	1696	2169	15938	94,101
Graham Smith, d	2241	1871	1856	1578	1968	1872	1611	1736	1955	16688	75,360
County Commissioner – 2nd District											
Kevin Gage, r	2166	1868	1650	825	2070	1384	1421	1607	2025		25,504
Michael Clemons, d	2463	2027	2067	1705	2145	2085	1808	1908	2206		27,239

COMMUNITY DEVELOPMENT DIVISION

Director
Business Coordinator
Clerk-Typist

Katherine Hersh, AICP
Jean Lyons
Jill Prince

Mission

The mission of the Community Development Division (CDD) is to guide the City of Nashua and its citizens in its pursuit of a clear vision for its future and to provide the framework and mechanisms for the city and private sector to implement that vision.

Brownfields

The division continues to have the professional services of a Brownfields Program Manager, who provides technical environmental expertise on all environmental issues with regard to contaminated sites; is responsible to assure the best technical decisions by the City regarding contaminated sites; and provides technical expertise to the City on redevelopment strategies. The Program Manager is the Division's liaison to the NH Department of Environmental Services (NH DES), US Environmental Protection Agency (US EPA) and other agencies for all environmental issues. The Program Manager is also responsible for planning, implementing, tracking, and reporting all activities associated with US EPA funded Brownfields grants, to assist in pursuance of additional grant funding, and to manage other projects as appropriate.

In FY09 the Brownfields Program Manager continued to work to advance the City's Brownfields Program by maintaining and enhancing relationships among State and local agencies, community organizations, and other public and private entities to promote the redevelopment of Brownfield sites. She represents the City on the Nashua Regional Planning Commission's Brownfields Advisory Committee as well as the State's Brownfields External Advisory Committee. The Brownfields Program Manager worked and monitored the status of several other privately owned hazardous waste sites including the Mohawk Tannery, Beazer East, Beebe Rubber.

During FY09, the Brownfields Program Manager worked with other City departments to facilitate environmental assessments. She worked with the Division of Public Works to coordinate with the US EPA and the property owner of the Mohawk Tannery for the replacement of the sewer line near the lagoons of tannery sludge material, and provided oversight of the project while sludge materials were being excavated; she worked with the Community Development Division to design a greenspace and improve another section of the Riverwalk as it extends along the southern bank of the Nashua River near the Library; she also worked with Community Development Division to provide Phase I environmental assessments for parcels along Riverside Street paving the way for creation of a new future home for the YMCA; she continued to work with the Business and Industrial Development Authority to provide environmental expertise on two parcels of land on Bridge Street, paving the way for future redevelopment; and she worked with

the Mayor's Office to help determine whether City-owned land on Shady Lane could be redeveloped as a residential lot.

Rotary Common



The former International Paper Box Machine Company (IPBM), a two-acre site located on Main Street at Salmon Brook, was a derelict site for many years. In response to urging by the City, the property was purchased by the NH Department of Transportation (DOT) in 1998 as mitigation for the expansion of the F.E. Everett Turnpike. In FY05 the Rotary Club of Nashua chose this project to celebrate the 100th anniversary of Rotary International. They donated \$100,000 toward the park and were successful in

convincing Congressman Charles Bass to fund the division's request at the level of \$250,000. NH DOT contributed an additional \$200,000 toward the restoration of the site, as well as the structural and archeological studies.

The project is a joint effort between CDD and the DPW. The first phase was dedicated on September 22, 2008. Additional funding will be needed to complete the park.

Commuter Rail

In the past year significant progress occurred in the City and State's quest to reinstate commuter rail to the State of NH through Nashua. The first phase of the NH Capitol Corridor will extend rail service from Lowell MA through Nashua and Manchester NH to Concord NH. The NH Rail Transit Authority, formed by the State of NH in 2007, is responsible to restore rail to NH. In FY2008 significant progress was made toward agreements and funding necessary to make passenger rail a reality in NH.

Sculpture Symposium

The Community Development Division teamed up with City Arts Nashua, the Nashua Area Artists Association and the Andres Institute of Art to organize Nashua's second Sculpture Symposium. Four international artists joined a local artist to each create an outdoor sculpture for the City. The artists were hosted for their three-week stay by local families and worked daily at space in the Millyard generously donated by NIMCO.

In FY09 the remaining four sculptures from the first Symposium were installed and dedicated. For Frank Lloyd Wright by Vaclav Fiala from the Czech Republic is located in front of the



Elm Street Middle School. The Birth of Venus by James Gannon of Ireland graces the lawn behind the playground on Sargent Avenue. Moon Shadow by Mai Thi Thu Van of Vietnam is a welcoming addition to the terrace at the Nashua Public Library. Monument to Memory by John Weidman of Brookline NH welcomes residents and visitors at the South Main Street roundabout.

Three of the sculptures from the second Symposium were installed and dedicated in June 2009 at Rotary Common at 315 Main Street. The three international artists were Sarah Mae Wasserstrum of Israel, Luben Boykov of Bulgaria and Michele Golia of Italy. Many, many volunteers contributed their time and talents to make Nashua's symposia great successes, including donations of food, structural design of the bases, installation of the sculptures and materials.

City Bell

The Old City Hall Bell, which now stands on the sidewalk in front of 106 Main Street, was purchased in 1863 by the Fire Department from Naylor Vickers and Co., a company renowned for its cast steel bells. Isaac Eaton, the chief engineer of the fire department at the time, asked for money to buy the alarm bell in his report issued on February 20th, 1863. In the report for 1864, the council acted on this recommendation and the bell was procured by both Mayor Morrill and Chief Eaton at a cost for the bell of \$827.35 and hanging for \$48.32. At the time, there was a great concern for fires and in almost every issue of the paper at the time, the NH Telegraph, there was an article on a local fire. Advertisements abounded for fire insurance and up until the purchase of the bell, the Nashua Fire Department relied on factory bells, church bells, and even someone yelling down the street to call the department to the fire. The 2,414 ½ pound, 55" diameter bell was hung on September 24, 1863 in City Hall, then located at 106 Main Street. Once hung, the City Hall bell was a centerpiece, tolled to warn of fires and later, to commemorate the deaths of presidents. It was rung by pulling a rope back and forth, and this occasionally caused the bell to stand upside down. The City Hall Bell was also tolled on the Fourth of July, to call people to court, and for other gala events. It was rung for the deaths of Presidents, including McKinley and Cleveland. The bell was last rung for the death of Ex-President Cleveland.



The bell was taken down when S. Belanger and Sons Company Inc. called for the removal of the old bell from the third floor on August 1936 because of safety concerns. The bell was put in the City barn where it sat for a few years before it was given as a gift to the Greek Church by a vote of the Aldermen in December of 1939. It was finally removed from the church on Ash Street on October 14, 2003 and placed outside 14 Court Street.

In 2006 Renee Reder, intern with the Community Development Division and architecture student at MIT, began the work to restore the bell and locate it appropriately in the City. Renee was fully responsible for this multi-year project, which entailed permits, design, restoration, and historic research. Renee designed the display, wrote the historic text for the bronze plaque, contracted and oversaw the construction of the display and wrote the agenda for the dedication. It is thanks to Renee's determination and talent that the City of Nashua celebrated the placement of the bell on Main Street in August 2008.

DEPARTMENT OF BUILDING SAFETY

**Building Official/Department Manager
Plans Examiner**

Assistant Plans Examiner/Assistant Bldg Inspector

Permit Technician II

Permit Technician II

Supervisor of Inspections

Building and Utilities Inspector – Building

Building and Utilities Inspector – Electrical

Building and Utilities Inspector – Plumbing

Building and Utilities Inspector – Mechanical

Michael Findley

Mark Collins

Vacant

Dawn Michaud

Dawn Schilling

Bill Tracy

Bill Condra

Russ Marcum

Tim Dupont

Mark Simard

Mission

Our mission is to help maintain the City of Nashua's quality of life by insuring quality development and redevelopment through compliance with City and State building codes and regulations.

Staffing

During the past year we had several staffing changes. In January 2009 Bill Tracy was hired as the Supervisor of Inspections. He holds 8 ICC Certifications and has extensive experience in building inspections and building department administration. In March 2009 Mark Simard came on as the new Mechanical Inspector. Mark has over 23 years in the installation and servicing of HVAC equipment and holds plumbing and gas fitters licenses in 4 states.

Training and Education

The training and education of our staff is always of prime importance to the department. The staff is reviewing the new 2009 Codes, with the anticipation of State adoption in early 2010. Our staff attends the NH Building Officials Association meetings monthly and other training seminars hosted by organizations such as NFPA and the NH Public Utilities Commission. All of our inspectors are licensed or have received certifications through the International Code Council (ICC) organization. Currently our staff holds 5 state licenses (Electrical, Plumbing and Gas Fitters) and 28 different ICC certifications. In FY 2009 our staff accumulated over 150 hours of continuing education credit towards maintaining these credentials.

Construction

During FY 2009 construction activity continued to maintain a steady pace although the projects were of a smaller nature, which is reflected in the total cost of construction. There were 1,202 Building, Sign, and Demolition Permits issued for \$54,684,403 in construction costs. The total number of projects for the year was 1,880 and there were a total of 6,057 inspections performed on those projects. Permits were issued for 64 new single family residences as well as 12 permits for 81 new multi-family units.

	Number of Buildings	Number of Units	Valuation of Construction
New Residential Housing			
Single Family	52	52	\$8,359,181
Two Family	2	6	\$721,894
Three Family	1	3	\$1,292,632
Five Unit or more Family Structures	9	72	\$5,499,111
Total New Res. Housing	64	133	\$15,872,818
New Nonresidential Buildings			
Stores/Consumer Services	5		\$1,080,000
Other Nonresidential Buildings	75		\$284,622
Structures Other than Buildings	13		\$2,438,135
Additions, Alterations, Conversions			
Residential	264		\$5,364,726
Nonresidential	129		\$21,035,284
Residential Garages/Detached Structures	12		\$985,880
Miscellaneous Projects			
Signs/Repair/Renovations	634		\$6,912,938
Stand Alone Projects	655		
Electrical/Mechanical/Plumbing			
Manufactured Home Replacements	6		\$710,000
Demolition			
Partial/Misc	6		
Residential	5		
Manufactured Home	12		
Total FY 2009	1,880		\$54,684,403
Totals Residential and Commercial			
Residential	1,447		\$27,182,426
Commercial	433		\$27,501,977

Projects Exceeding \$500,000 in Value

341 Amherst St - Green Falls Market Place	\$500,000
43 Simon Street - Rapid Finish	\$500,000
44 Simon Street Axsys Technologies	\$518,600
95 Canal Street - BAE	\$599,651
55 Kent Lane - Units 22 & 23	\$656,894
20 Merritt Pkwy Dental Office	\$800,000
53 Indian Rock Road - Barn	\$841,000
200 Innovative Way - Amphenol	\$1,000,000
126-128 Vine St - Residential/Commercial	\$1,000,000
8 Prospect Street - Modular MRI	\$1,250,000
65 Spit Brook Rd - BAE	\$1,500,000
213 Daniel Webster Hwy - Shaw's	\$1,500,000
11 North Southwood Dr - Cancer Center	\$1,796,000
39 Orchard Ave - Pennichuck Water Works	\$2,172,835
172 Kinsley St - St. Joseph's Hospital	\$3,000,000
301 Brook Village Rd - Residential Apts	\$5,499,000

CODE ENFORCEMENT DEPARTMENT**Manager****Code Enforcement Officer****Code Enforcement Officer****Code Enforcement Officer****Nelson Ortega****Thomas Malley****Kyle Metcalf****Rob Sousa****Mission**

The mission of the Code Enforcement Department is to assure compliance with city housing and zoning ordinances in order to protect the health and safety of the community, to protect the environment, to maintain property values and to promote an aesthetically pleasing environment.

Highlights of Fiscal Year 2009

During the period July 1, 2008 to June 30, 2009 the department had the following enforcement activity:

- Housing, Zoning/Building/Site, Plan – Approximately 1017 inspections, these inspections do not include any re-inspections conducted after the original complaint is taken in. The average number of visits on one inspection is approx. 4
- Lead Referrals to the Lead Program - 35

Activities Directly Related to Goals

Endeavor to be as proactive and efficient as possible in investigating and addressing code enforcement issues.







- The Code Enforcement Department continues to conduct drive-by inspections for housing & zoning violations. If a building starts to look dilapidated, an inspection for housing code violations is scheduled.

Continue to work with other departments and agencies to coordinate enforcement actions and to create innovative resolutions whenever necessary (Environmental Health, Police, Fire, Assessing and Public Works).

- Code Enforcement works with the NH Department of Environmental Services in coordinating wetland and wetland buffer enforcement actions on the local level.
- The Department provides technical support to the City's Legal Department regarding outstanding litigation.
- The Code Enforcement Department continues to work with Community Services when a building may be condemned and ordered vacated so appropriate resources will be made available if necessary if people become homeless as a result of the condemnation.
- The Department works with the Solid Waste and Assessing Departments to resolve zoning and building issues

Increase public awareness regarding zoning, housing and building code restrictions through the media, public information brochures, neighborhood meetings and personal contact.

- Code Enforcement currently participates in the Tree and Ledge Streets Community Revitalization Partnership Program. This is a cooperative effort between Urban Programs, the Police Department and the general community that seeks to revitalize this area through increasing economic opportunities, expanding home ownership and reducing crime through cooperative, coordinated services from both the public and private sectors.
- Code Enforcement participates with the French Hill Crime Watch group and addresses housing and zoning issues brought to our attention by the group.
- The Code Enforcement Department continues to increase public awareness regarding housing and zoning ordinances by distributing educational brochures on Housing Code Enforcement, Nashua's Sign Laws, Land Use Restrictions in Residential Zones and Code Enforcement Services. In addition, an appropriate brochure is sent out with each Notice of Violation.
- Code Enforcement attends neighborhood meetings, gives informational presentations and distributes educational material after working hours whenever requested.

		
<i>Overgrown yard</i>	<i>Unregistered Cars</i>	<i>Trash in Yard</i>
		
<i>Illegal Exit</i>	<i>Wiring/Living Conditions</i>	<i>Trash</i>

Continue to work with Urban Programs and social service agencies to help solve housing code problems.

- The Department refers persons in need of financial resources in order to fix up their properties to the Urban Programs Department, Neighborhood Housing Services of Greater Nashua and Greater Nashua Habitat for Humanity. The Department also refers persons who need other assistance to the appropriate social service agency.

NASHUA CONSERVATION COMMISSION

Chair
Vice Chair
Clerk
Treasurer
Member (Alternate)
Planning Department Liaison

Aldermanic Liaison

Mark Newhall
Peggy Trivilino
Richard Gillespie
Nicholas Frasca
Peter Temperino
Lucy St. John
and Chris Sullivan
David MacLaughlin

Overview

The mission of the Nashua Conservation Commission (NCC) is to protect Nashua's natural resources per NH RSA Chapter 36-A and the City's Wetland Ordinance. The Commission shall consist of not less than three but not more than seven members. Persons wishing to serve on the Commission should submit a letter of interest to the Mayor's office. The NCC reviews the environmental impacts of proposed activities in the protected wetlands and their buffers through its application process.

The Commission inspects, performs studies, evaluates proposals, and makes recommendations on project applications from homeowners, developers, businesses, and City projects. The projects typically involve proposed wetland crossings or requests to perform work in the wetland or wetland buffer. The Commission also monitors and responds to reports of violations such as cutting of trees in the buffer, dumping of trash or yard wastes into the wetlands, and encroachments into the wetland buffer. The Commission serves to promote the protection of the natural resources through educational opportunities while conducting site visit, in correspondence and when meeting with residents regarding a wetlands related issue. The Conservation Commission may also review and comment on applications submitted to state agencies for projects with specific environmental concerns.

The Commission can accept conservation easements and serves to monitor the use and rights granted within these easements. The Commission may also make a recommendation to the Mayor and Board of Alderman regarding the acquisition of lands/easements for conservation purposes. The expenditure of conservation funds is based on a recommendation from the Conservation Commission to the Mayor and Board of Aldermen. This fund was established to enable the City to acquire and conserve additional land for the benefit of Nashua's citizens and to protect the City's natural resources.

The completion of the city's application invokes a detailed review of the property. This includes a presentation of the proposed work to the Commission, a visit to the site, and an in-depth presentation at the meeting. The public is always welcome to attend the meetings. Following detailed discussion of the application, the Commission votes to either accept or reject the proposed work. The wetlands shown on the plan (prime, critical and other) shall be delineated by a State of New Hampshire certified wetland scientist. The Commission often attaches a list of stipulations to be met by the Applicant and may require other mitigation measures to be performed, including appropriate best management practices (BMP) for erosion and sedimentation control during site work, removal and monitoring of invasive species and other details relevant to each project. The Conservation Commission serves in an advisory capacity as it has no regulatory authority. The applicant must also submit an application to the Zoning Board of Adjustment (ZBA) for a special exception. This is often done concurrently, to minimize time and to meet the application deadline requirements. The Conservation Commission provides a written recommendation to the ZBA as to whether the special exception should be granted. In rendering its decision, the Zoning Board of Adjustment shall give due consideration to the recommendation of the Conservation Commission.

The NCC also acts as a steward of the conservation lands and easements granted to the City. This may include a stewardship plan and or monitoring of parcels for compliance with the easement language or other terms of the deed or other appropriate documents related to the parcel. In many instances the conservation lands and easements are shown on subdivision and site plans as proposed or existing features.

Applications Reviewed

- Review of application impacting the wetland and wetland buffer, including five (5) impacting prime wetlands, four (4) impacting critical wetlands, and two (2) impacting “other” wetlands and for which a special exception was granted by the Zoning Board of Adjustment. Water bodies and wetlands impacted included the Nashua River, Salmon Brook, Lyle Brook and Spit Brook. Properties which were protected under the New Hampshire Comprehensive Shoreland Protection Act (CSPA) were duly noted on the agenda.
- Several city projects including the request to remove a failing stone headwall, install a culvert extension and a new headwall for the property at 36 Holbrook Drive; installing a section of pipe in Lyle Brook near the intersection of Musket Drive to facilitate the existing overflow pipe under Gilson Road; City of Nashua Library walkway improvement and slope stabilization project and the Nashua School District improvements to New Searle’s school.
- Nashua Airport Authority runway expansion and the taxiway separation project for the located on Perimeter Road.
- Non residential and Larger Residential Projects including the redevelopment of Brook Village apartments located at 201 and 301 Brook Village Road; BAE Systems property at 95 Canal Street to fill the northerly portion of the subsurface penstocks; Riverside Properties at 5 Pine Street Extension; and Pennichuck Water Works for a 500 square foot water booster station on Daniel Webster Highway.
- Residential projects including property on Sheffield Lane for the construction of a single-family home; Waterview Trail for the placement of a utility shed; 101 Shore Drive for the placement of a shed; and the Deschenses property at 743 West Hollis regarding the existing dock.

Discussion and Action Items Considered

- Recognition and thanks to Chairman Mel Meyer who submitted a letter of resignation to attend to personal matters. His commitment and service to the Commission and City was greatly appreciated.
- Review of correspondence from the New Hampshire Department of Environmental Services (NHDES) regarding projects within the city with warrant a variety of state permits including wetland, alteration of terrain, shoreland and dredge and fill permits.
- Maplewood Subdivision thirteen (13) notices of buffer violation issues were mailed with the assistance of the Code Enforcement Department.
- Rotary Park grant application to the NH State Conservation Committee, 2009 Conservation Grant Round was submitted. It included numerous letters of support including one from the Nashua Conservation Commission. The application was not selected for funding.
- The Conservation Commission application form was reviewed and revisions discussion.
- Educational opportunity meeting with land owners on Tenby and Langholm Street.

- Conservation Commission members participated in the interview process and selection of the consultant for the RFP Conservation Land Oversight Services. The Nashua River Watershed Association (NRWA) was selected. NRWA is assisting the city by monitoring conservation lands and easements. This baseline information will assist the commission in the stewardship of these city conservation parcels. Violations and areas warranting attention are duly noted in the progress report being prepared for each conservation parcel.
- The City of Nashua retained the professional consulting services of the Society for the Protection of New Hampshire Forest (SFPNHF) to assist the Conservation Commission in working with landowners to acquire additional conservation parcels to promote the goals and objectives outlined in the Nashua Master Plan 2000.
- Lower Merrimack River Corridor Management Plan, dated May 2008 was presented to the Commission by the Lower Merrimack River Local Advisory Committee (LMRLAC). The purpose of the plan was explained to provide guidance to the communities adjacent to the Lower Merrimack River as they make decisions having the potential to affect the Lower Merrimack watershed the river corridor and the river itself.
- The Northwest Conservation Land was purchased with funds from various sources including the State LCHIP program. A stipulation of the funding requires that a report be prepared each year on the condition of the land and that the boundaries of the land be walked to identify any incursions or violations. The Commission walked the boundary in early December and the report has been sent to the State.

Continuing Education

NCC members may attend the New Hampshire Association of Conservation Commissioners annual meeting and education sessions in November of each year. In addition, members of the Commission may attend a variety of environmentally oriented workshops and training sessions throughout the year. Newsletter and other informational resources are routinely provided to the members.

LOWER MERRIMACK RIVER LOCAL ADVISORY COMMITTEE

Bob Robbins (Chair) – Hudson
Kathryn Nelson (Vice Chair) --
Nashua
Karen Archambault (Secretary) --
Nashua

Jim Barnes (Treasurer) – Hudson
Glenn McKibben – Litchfield
George May – Merrimack
Associate Members: Millie Mugica –
Nashua

The Lower Merrimack River Local Advisory Committee was created in 1990 after the Lower Merrimack was designated a protected river in the State of NH. As a designated river, the Lower Merrimack is protected under RSA 483, administered by the New Hampshire Department of Environmental Services (NH DES) Rivers Management and Protection Program.

Members are nominated by each riverfront municipality and are approved by the DES Commissioner. Representatives come from a broad range of interests, including but not limited to local government, business, conservation, recreation, agriculture, and riparian landowners. All members are volunteers. This diversity helps bring a variety of perspectives to bear on resource protection and development issues.

The main responsibilities of the LACs are: 1) develop and implement a local river corridor management plan, 2) advise local, state and federal governing bodies and agencies of activities which may affect the water quality or flow of the protected river or segment, and 3) review and comment on any federal, state or local governmental plans within 1,320 feet of either side of the designated river that would alter the resource values and characteristics for which the river or segment is designated.

Volunteer hours contributed for river protection activities: 400

Permits reviewed: 9

In 2009 LMRLAC meetings included the following topics:

- *Recreational Trail Inventory/Plan completed by NRPC.*
- *GI Stone Suppliers, 55 Turbine Way, Merrimack.* There is an existing Heritage Trail easement on the site, which will not be disturbed. LMRLAC requested pedestrian access through the site to access the existing pedestrian easement
- *Interaction with Planning Staff.* Members welcomed Lucy St. John from Nashua and Scott McPhie from Merrimack to a meeting and, discussed the interaction between planning staff and LMRLAC on plans submitted within the corridor.
- *Boating Access.* LMRLAC sponsors the MRWC canoe trip from Merrimack to Nashua.
- *Meeting with Tracie Sales, Merrimack River Watershed Council.*
- *Meeting with Hudson Planning Board.* LMRLAC met with the Hudson Planning Board to discuss their comments on the Plan. Trails and recreation space were discussed at some length
- *Application – Hudson, Pelham Road Dam Repairs, Second Brook.* A letter about the project, recommending a box culvert with the same hydraulics as the existing structure was sent to the town and DES.
- *Manchester-Boston Regional Airport.*
Smart Associates, environmental consultants, worked on the 2009 Airport Master Plan Update. Smart Associates is seeking inputs for the environmental inventory and assessment for the airport. LMRLAC met with the airport and is continuing to encourage less stormwater discharge to the Merrimack River.
- *Merrimack River Sampling – E. coli Levels.* There were high E. coli readings at the Sagamore and Tyngsborough bridges. George stated the Merrimack has typically been clean for the last number of years and will keep an eye on this.
- *Technical and Review Session - Fluvial Geomorphic Assessment*
The preliminary fluvial geomorphic assessment of a portion of the Merrimack River adjacent to and north of the Thoreau's Landing condominium complex in Nashua was reviewed.

- *DES Alteration of Terrain – Litchfield.* LMRLAC recommended keeping all structures at least 50 feet back from the top of bank or beyond. LMRLAC is concerned with how the jurisdictional wetland buffer and CSPA are measured given the steep bank and shelf of the Merrimack. The history of severe erosion means structures are at risk if built too close.
- *HB2 Sunset Clause.* LMRLAC sent letters and called state reps regarding the sunset provision for “all non-regulatory boards, commissions, councils, advisory committees, and task forces”

2009 calendar year report
Respectfully submitted,
Kathryn Nelson, Vice Chair

NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

Mayor (Ex-Officio)
Chair, Registered Architect
Alderman
Local Non-profit Historic Organization
Nashua City Planning Board
Alderman Alternate
Member
Alternate
Alternate
Alternate

Donnalee Lozeau
Michael Findley
Michael Tamposi
Frank Mellen
William Slivinski
Dave MacLaughlin
Robert Sampson
William Hooley
(Appointed Aug, 2008) Elizabeth Foemmel
(Appointed Feb, 2009) Judith Carlson

Overview

Nashua's Historic District preserves a unique part of our City's heritage. To save both the heritage and property values within the District, a Historic District Commission and rules were established by City Ordinance. These rules and a required review by the Commission of proposed changes apply to all residential and commercial buildings, however used, within the District. In addition, all proposed changes for alterations, additions and new construction must conform to the Secretary of the Interior's Standards of Rehabilitation.

Approval is not required for:

- Ordinary maintenance and repair, siding or painting as long as it does not alter or destroy any of the architectural features of the building,
- Roofing or re-roofing, providing the roof plane remains the same,
- Storm windows and doors as long as the existing architectural elements are left intact.

The Historic District Commission's approval of changes to appearance does not, however, eliminate the need for a Building Permit. Nashua's Historic District Commission is committed to an orderly and reasonable process for saving our heritage.

Summary

With technical assistance from Planning Department staff, during Fiscal Year 2009, the NHDC reviewed and acted upon 8 building permit applications.

NASHUA CITY PLANNING BOARD (NCPB)

Chair	Ken Dufour
Vice Chair	William P. Slivinski
Secretary	Robert H. Canaway
Member	Mike Lowe
Member	Daniel Latham
Member	George Torosian
Alternate Member	Cynthia Overby
Alternate Member	Raymond Jurewicz, Jr.
Mayor's Representative Member	Jody Wilbert
Ex-Officio Member	Mayor Donnalee Lozeau
Ex-Officio Member	Steve Dookran, City Engineer
Aldermanic Representative Ex-Officio	Richard LaRose, Alderman
Alternate Aldermanic Representative Ex-Officio	Benjamin Clemons, Alderman

Overview

The NCPB is a City Board comprised of appointed and ex-officio members charged with assessing various City policies and programs. The Board advises the Board of Aldermen regarding public facilities and capital projects or improvements and formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are primary responsibilities of the Planning Board. The Planning Board also has legal duty for the review and approval of all plans for the subdivision of land, and all site plans for any new or expanded multi-family, commercial, industrial facilities and other non-residential developments.

Summary

During Fiscal Year 2009, the NCPB, with assistance from their appointed and budgeted Planning Board staff (Roger L. Houston, Mathew Taylor, Lucy St. John, Christine Webber, Marcia Wilkins and Christopher Sullivan), reviewed and approved 10 conditional use permits, 28 subdivisions, and 93 site plans and amendments. The NCPB also considered numerous resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable committees.

URBAN PROGRAMS DEPARTMENT

Scott Slattery	Manager
Sandra Hurd	Grants Administrator/Lead Program Intake Specialist
John Slebodnick	Project Administrator
Robert Rice	Project Administrator
Linda Jeynes	Urban Programs Support Specialist
Carrie Ann Johnson	Lead Program Manager
Joan Ilg	Lead Program Coordinator
John Bois	Lead Program Project Administrator
David Sullivan	Lead Program Project Administrator
Mark Sousa	Transit Manager
Louise Woodworth	Transit Financial Coordinator

Mission

The mission of the Urban Programs Department (UPD) is to provide financial and technical resources to individuals and local groups to improve living conditions and access to jobs and resources, primarily for those of lower income and those with disabilities.

Background/Overview

The activities of the Urban Programs Department are principally targeted to the following, reflecting the mandates of the Federally-funded programs which the department administers:

- Affordable and decent, safe housing for families, elderly and those with special needs
- Emergency shelter for the homeless
- Capital Improvements and Operating Support for organizations that support low and moderate income individuals and families within Nashua
- Zero interest deferred loans to owner-occupied single and multi-family dwellings in the city for capital and emergency improvements
- Facilities and services to provide education, job training, health, nutrition, and recreational assistance to those in need

The Department focuses its efforts on inner-city neighborhoods and the downtown, to assist in revitalizing them and to eliminate substandard housing and blighting influences. Many of the Department's activities are accomplished with cooperation and participation of other City agencies and departments, such as the Public and Environmental Health, Public Works, and Building and Planning Departments, the Nashua Housing Authority, and numerous local non-profit organizations.

Additionally, the Department oversees the operation of the Nashua Transit System (NTS), consisting of CityBus, Citylift and Access to Jobs services.

Statistical Highlights

The Department oversaw expenditures totaling \$3,834,857 in FY 2009, compared to \$3,861,507 in FY 2008. Over 85% of these funds were from sources other than the City. Community Development Block Grant (CDBG) funds in the amount of \$1,020,907

was expended in FY 2008. This figure includes HUD appropriations, re-programmed funds and program income associated with CDBG. The transit system operated at a cost of \$2,150,267 compared to \$2,022,200 in FY 2008. (These figures include capitalized maintenance to comply with National Transit Database reporting requirements.)

Of the total budget for the Transit department in FY 2009 (\$2,284,034), less than 18% was covered using City funds. The Federal Transit Administration covers up to 50% of operating costs and 80% of eligible preventive maintenance, capital and planning costs for small urbanized areas such as the City of Nashua. Other funding sources include the State of NH Department of Transportation, State of NH Department of Health and Human Services, the NH Bureau of Elderly and Adult Services, neighboring towns such as Amherst, Brookline, Hudson, Merrimack, & Milford. Revenue is also generated through on-board advertising contracts as well as contracts with all of the Universities located in Nashua.

The volume of housing rehabilitation, including the HOME program, was \$563,317 in FY 2009, compared to \$517,633 in FY 2008.

Total Lead Paint Program (grant # NHLHB0358-07) funds spent in FY09 were \$954,609.14. 37% of the funds spent in FY09 were on lead hazard control work and inspections, reflecting 60 units completed and 76 inspections performed. The average cost per unit to address the lead hazards was \$6,819.

Community Development Block Grant (CDBG)

Public Facilities

Harbor Homes Inc.

A CDBG grant of \$35,000 was awarded in FY 2009 for the installation of a sprinkler system at the agency's 45 High Street location. These funds were used in conjunction of other CDBG funds in FY08 as well as agency funds for the sprinkler system. The location houses the administrative offices of Harbor Homes as well as Healthy at Home, the Training Institute and the Connections Peer Support group. This project was bid, a contract awarded and the new sprinkler system was completed during FY09.

Adult Learning Center

The final phase of renovations at 4 Lake Street for the Adult Learning Center (ALC) multi-year grant was put out to bid and specifications developed for the replacement of the heating system at the agency.

During the fiscal year, the ALC requested and were granted a change in the use of funds from a myriad of issues at the location to replacing the heating system. Bids for the project were substantially higher than anticipated, thus necessitating the change in the use of funds.

During FY09, the final grant award of \$45,000 was expended for the 3rd of a three-year appropriation for the completion of all necessary components of the new heating system including wiring, new thermostats and creation of office spaces in the rehabilitated areas. This entire project was completed during FY09.

Southern NH Services

During FY09, \$20,000 was awarded to Southern New Hampshire Services to clean up a segment of the downtown Riverwalk. The organization is partnering with the City of Nashua and a private developer to redevelop this area of the city.

Friendship Club

During FY09, \$15,000 was appropriated to the Friendship Club for the complete replacement of the heating system at the agency's location at 35 Orchard Street. It was determined that the replacement would be more costly and therefore, needed two years worth of funding to complete the heating system replacement. The job was bid, a contract awarded and the job was completed early in the fall of FY09.

Human Services Program Support

Nashua Soup Kitchen and Shelter, Inc.

In FY 2009, the Nashua Soup Kitchen and Shelter (NSKS) was awarded \$66,158 to assist with their operating costs. The NSKS is a private non-profit organization with a grassroots base of support. A volunteer board of directors, made up of members of the community, governs the agency. Approximately half of the board members reside in Nashua. The agency's target population for service includes poor and homeless individuals and families. Services include daily meals, homeless shelter, emergency food baskets, furniture, and household items, financial assistance, employment advocacy, Hispanic outreach, case management and transitional housing services.

The Soup Kitchen's stated mission is: To provide shelter and food to those in need. The overall objective of the agency is to advocate, create and operate programs and services that promote dignity and self-sufficiency for those served. To ensure that basic needs are addressed, the Nashua Soup Kitchen and Shelter is committed to joining with others in a community-wide ethic of caring.

Specific services include emergency shelter for homeless men, women and families with children, which include advocacy and case management to assist shelter residents to move into permanent housing. Beds for homeless men are provided at the Ash Street Shelter. Beds for homeless women and families with children are provided at both the Kinsley Street and Ash Street Shelters. The crisis in available affordable housing has made it much more difficult for families and individuals who become homeless to leave the shelter. High rents and very low vacancy rates in Nashua have greatly increased the length of stay at the shelters.

Greater Nashua Council on Alcoholism

\$20,000 in CDBG funds were awarded to the Greater Nashua Council on Alcoholism (GNCA) to assist with operating costs in FY09. GNCA is a non-profit corporation established in 1983 to increase public awareness of alcoholism and other substance addiction; and to plan, develop and coordinate community programs to fight addiction. The mission statement is to "Provide the care to enable the alcohol and/or other drug addicted person to recover in order to become a functioning member of society." The specific program objectives are:

- 1) To provide confidential direct services for the alcohol and drug affected person including crisis intervention, social detoxification, case management, referral to treatment, transitional housing, and outpatient counseling
- 2) To provide supportive and caring services to the significant others and families involved
- 3) To facilitate the recovery process by providing adequate resources to ensure that no one is denied services because of inability to pay
- 4) To provide education and awareness programs for all age groups in the community about the damage of alcohol and other drug abuse on the whole family structure
- 5) To maintain a central alcohol and drug information and resource center where anyone can call or stop by for confidential help.

Provision of service to clients varies in degree and intensity. GNCA begins providing case management services to individuals at their first contact with the agency and continues providing services for as long as there is a relationship with the client.

Nashua Area Health Center

\$13,400 in Community Development Block Grant Funds was granted to the Nashua Area Health Center in FY09. Formerly known as the Neighborhood Health Center, this agency was acquired by Lamprey Health Care in September 2000. It and its predecessor organizations have served the Nashua community for over thirty years. The agency continues to provide low-cost, comprehensive primary health care services to low/moderate Nashua citizens who either lack medical insurance or are under-insured. Bilingual staff is available in all departments of care. Urban Programs staff continues to serve on the advisory committee for the Health Center.

Nashua Area Health Center is the only provider of comprehensive family-oriented primary care in greater Nashua with a sliding fee scale based on the individual's ability to pay. With the addition of child health services, NAHC is working closely with the Nashua Health Department and Home Health and Hospice Care (area providers of state-funded well-child services) to develop integrated coordinated services to best meet the needs of the clients and avoid duplication of efforts.

Anti-Crime Programs

Crime Watch Groups

During FY 2009, the Nashua Livable Walkable Communities continued with the development of a neighborhood watch in the Tree and Ledge Street neighborhoods. Presently there are monthly crime watch meetings that are attended by local residents, members of the Nashua Police Department, Urban Programs Department, non-profit groups and members of the faith-based community.

The Tree and Ledge Street and French Hill crime watch groups were awarded \$15,000 for the implementation of their programs. \$4,000 of this appropriation was to cover eligible administrative expenses for each group and the remaining \$8,000 was for program service delivery costs.

Affordable Housing

HOME Rental Housing Program

Starting with FY 2004, the City of Nashua received a direct allocation of HOME funds from HUD. HOME projects meet the objectives of the program and conform to the intent as defined in the Consolidated Plan. In the past, the City had received a sub-allocation of HOME funds from the New Hampshire Housing Finance Authority.

During FY09, the Urban Program Department committed funds for the construction of a 17 – family housing project known as Three D Realty located at 126 Vine Street. This project used a combination of HOME funds with insurance proceeds to re-build the structure after a fire in the Spring 09. Funds are expected to be expended in the summer/fall of 2009.

The department also worked closely with Neighborhood Housing Services of Greater Nashua, our designated Community Development Housing Organization (CHDO) on creating further opportunities for affordable housing in Nashua.

During FY09, \$75,865 was committed to Neighborhood Housing Services of Greater Nashua (NHSGN) for a Community Housing Development Organization (CHDO) capital project. To date, no project has been brought forward.

Additionally, during FY09, \$25,288 was committed to NHSGN for CHDO operating assistant as required by Federal HOME regulations.

Neighborhood Housing Services of Greater Nashua

\$40,000 in CDBG funds were awarded to Neighborhood Housing Services of Greater Nashua (NHSGN) during FY09 for the purpose of support and operations the agency's "Campaign for Homeownership" first time home buyers courses and related materials.

Housing Improvement Program – Single Family

This program provides deferred payment loans to low-income owner occupants of single-family homes in targeted neighborhoods. Repairs include replacement of major systems, roofing, siding, asbestos removal, window replacement, plumbing repairs and other necessary upgrades. Renovations to nine (9) single-family residences amounted to a total of \$143,234 in FY 2009 expenditures.

Housing Improvement Program – Multi-Family

This program provides deferred payment loans to low-income owner occupants of two- to four-family homes in targeted neighborhoods. Repairs include replacement of major systems, roofing, siding, asbestos removal, window replacement, plumbing repairs and other necessary upgrades. This year's activities included renovations in two (2) properties, which were funded with \$10,590 of CDBG monies

Lead Hazard Reduction

The City is a recipient of a \$3 million grant from HUD's Office of Healthy Homes and Lead Hazard Control. This three year grant runs from November 1, 2007 to October 31, 2010. During that time at least 150 units will be made lead safe at an average cost of \$10,000 per unit. Financial assistance is provided to eligible properties in the form of a grant. In exchange for the grant funds, the properties must be occupied by low-income households for a three-year period and landlords must give preference to renting to households with children less than six years of age.

Additionally, 140 individuals, of which approximately 50 individuals shall be low-income, will be trained related to lead hazard control. It is further estimated that community education will be provided to at least 10,000 residents.

The grant partners with many agencies to achieve these goals, including Southern NH Services, Inc., Nashua Pastoral Care Center, Neighborhood Housing Services of Greater Nashua, Nashua's Division of Health and Community Services and Code Enforcement Department, the Nashua Lead Action Committee, the State of NH's Childhood Lead Poisoning Prevention Program, the NH Property Owner's Association and others.

Youth

City of Nashua Parks and Recreation Department

In FY09, \$25,000 in CDBG funds was awarded to the City of Nashua's Parks and Recreation Department for the replacement of the filtration system at the Crown Hill community pool.

Nashua Police Athletic League

During FY09, \$31,500 was committed to the Nashua PAL center for overall improvements to the facility. During the year, a new sewer line was installed at the center at 52 Ash Street. Later during the fiscal year, a new central air conditioning system was installed at PAL and early in the next fiscal year, a protective cage and housing will be installed over the new A/CD condensers for protection.

Boys and Girls Club of Greater Nashua

During the FY, \$26,500 was appropriated for the Greater Nashua Boys and Girls Club for support for their major renovation and creation of a “Teen Center” facility at their main location at 42 Grand Avenue.

Nashua Youth Council

During FY09, \$45,000 was awarded to the Nashua Youth Council as the third of a three year appropriation for major renovations, structural repairs and construction of a new handicapped entrance to the agency’s entrance. During FY08, a full structural engineering analysis was conducted on the building and it was determined that numerous structural issues must be addressed to ensure continued structural integrity of the building.

The next phase of this project is expected to begin in early FY09 to include removal of hazardous materials (asbestos) from the basement area as well to address other structural issues. Additionally, during FY09, the windows at 122 West Pearl Street were spec’d out and a contract awarded to replace the windows. The project is expected to be completed by the end of Summer 2009.

Economic Development

Economic Development Initiative Grant – Housing

The City of Nashua Urban Programs Department administers this grant, which had a funding start date of November 2002. With this grant the City, in partnership with key non-profit housing and social services agencies, has helped to fund several housing projects, including the acquisition of supportive housing units for the homeless, the development of rental housing for low-income households, acquisition of post-transitional housing, and assistance with the removal of lead-based paints hazards in rental housing.

The remainder of the grant is expected to be spent sometime early in the next fiscal year and grant closeout will commence after that.

Best Retail Practices

During FY09, the City of Nashua allocated \$12,000 to the MicroEnterprise program known as Best Retail Practices. The program combines a mandatory workshop followed by one on one interactions between the business and a marketing professional to offer suggestions on how to improve sales, revenues and increase or retain jobs.

The program provided grants of up to \$1,000 to eligible business on an 80%/20% match for business on a reimbursable basis for recommended improvements.

City of Nashua Transit System (NTS)

Bus Fleet

As the Stimulus money was approved in Congress, NTS was awarded \$1,350,000 for several projects. These projects include overhauling all of our current bus fleet, purchasing three new Trolley's, rehabilitating our Transit Center, a new website design, purchasing new software for our Paratransit service as well as purchasing utility vehicles.

Ridership Continues to Soar

In FY 2009, ridership was up an astounding 15% with ridership at 467,716. As NTS staff worked diligently on getting the message out about NTS and the services that are provided to it's citizens, the number of riders on our fixed route went up as well. We continued to provide our students the ability to ride any bus for free with a student ID.

NTS Grows Outside of Nashua

NTS started its service to the western part of Hillsborough County. NTS now has service to Amherst, Brookline, Hollis & Milford. The Non Emergency Medical Trips are offered Tuesday, Wednesday and Thursday to residents of the above Towns. The funding for the service comes from the groups' founders, Souhegan Valley Transportation Collaborative, SVTC. They raise funds through grants, Town funding and other resources.

U-Pass Program Grows:

Rivier College, Nashua Community College, Southern NH University, and Daniel Webster College have continued to partner up with NTS. The program affords student's unlimited ridership upon presentation of their college identification card. This program has greatly increased ridership with youth and has provided an ongoing positive relationship with local community partners. The U-Pass program is funded by the schools' student activities funds.

New Web Address

NTS secured a new web address, www.RideBigBlue.com. NTS is in the process of updating the website to be more user friendly and more interactive for young adults. In the future, NTS will be changing its current logo as well as selecting a mascot to be intergraded with the new website.

Summer Youth Pass Program

In 2005, Nashua Transit initiated a new program to increase ridership of youth throughout the summer months. Youth were offered a summer bus pass, with unlimited rides, for a discounted price. The Nashua School Department, municipal swimming pools, and the Nashua Public Library worked in coalition with NTS to distribute flyers to all students nearing the end of the school year. The program brought youth the opportunity to access many activities and jobs throughout the summer months. This successful program was continued in 2008 and is expected to be an annual offering.

Transit to the Rescue

Nashua Transit continues to be involved in Emergency Management. NTS is used as a resource and in 2008; the role was increased as other City Departments recognized the value. In December, the City of Nashua held a major drill at the Pheasant Lane Mall. NTS had a major role in the drill from transporting evacuees to being used as a resource for the Police Department while they conducted interviews.

What's Blue and Yellow with designs on Green?

Prior to moving into the 11 Riverside Street facility, NTS converted to a 95-5% mixture of Bio-Diesel. Now all vehicles operated by NTS are on Bio-Diesel. NTS is exploring year round use at an 80-20% level. NTS is working with the NH Department of Environmental Services and has participated in anti-idling trainings and strategies, and provided free public transportation on "air quality alert" days, as measures to reduce further deterioration of the quality of our environment. Onboard advertising space has been dedicated to providing public education on environmental issues. Transit staff is represented on the City's "Green Team", a community-wide committee dedicated to increasing environmental awareness and identifying environmentally protective solutions.

ZONING BOARD OF ADJUSTMENT (ZBA)

Chair	Jonathan Currier
Vice Chair	Sean Duffy
Member	Robert Carlson
Member and Clerk	Robert Shaw
Member	Kathy Vitale
Alternate	Gerry Reppucci
Alternate	(Appointed Sept 2008) Lara Rice

Overview

Appointed by the Mayor, the Zoning Board of Adjustment is comprised of city residents to hear and decide requests for variances, special exceptions and appeals of administrative decisions from the Zoning Ordinances. The Zoning Board also serves as the appeal body to decisions rendered by the Historic District Commission. The Zoning Board meets in public session twice monthly except in December, when it meets once.

Summary

In Fiscal Year 2009 the Zoning Board of Adjustment considered:

	<u>Requests</u>	<u>Denied</u>	<u>Granted</u>
Variances	80	16	64
Use Variances	15	4	11
Special Exceptions	27	1	26
Rehearings	4	3	1
Appeals	0	0	0
Equitable Waivers	1	1	0

EDGEWOOD CEMETERY

Incorporated March 24, 1893

Thomas A. Maffee, President
Allan M. Barker
Norman E. Hall
Morgan A. Hollis
John P. Stabile II

Douglas M. Barker, Secretary
James S. Chaloner
Philip L. Hall
Brian H. Law

During the year there were a total of 107 graves sold as follows; 1 – 8 grave lot, 10 – 4 grave lots, 17 – 2 grave lots, 11 single graves and 7 - 2 grave cremation lots. There were a total of 107 interments performed; 71 adults, 33 cremations and 3 infants.

FINANCIAL SERVICES DIVISION

OFFICE OF THE CHIEF FINANCIAL OFFICER

Chief Financial Officer/Comptroller
Financial Services Coordinator

B. Michael Gilbar
Mo Qamarudeen

The Financial Services Division consists of six distinct departments:

- **ASSESSOR'S OFFICE**
(Property Assessment, Abatements, Exemptions and Credits, Geographic Information Systems - GIS)
- **COMPENSATION**
(Payroll-Related Administration and programming)
- **FINANCIAL REPORTING/COMPLIANCE**
(Accounting, Audit/Compliance and Reporting, Accounts Payable)
- **PURCHASING**
(Procurement, Print Shop, Mail, Messenger)
- **RISK MANAGEMENT & BUILDING MAINTENANCE**
(Property and Casualty and Workman's Compensation claims, Safety and Loss Prevention, City Hall and Various City Properties)
- **TREASURY/COLLECTIONS**
(Treasury, Tax/Collections, Motor Vehicle and Traffic Violations)

ASSESSORS OFFICE

Board of Assessors

**Marylou Blaisdell, Chair
Dominic D'Antoni
Dr. Kevin Moriarty**

The duty of the Board of Assessors is to see that department policies are in compliance with the laws and regulations of the State and the Department of Revenue Administration. The Board is ultimately responsible for all assessments and must review all applications for abatement. Regularly scheduled meetings of the Board are held the first and third Thursday of each month at 8:15 AM. The meetings are open and public, but appointments are required for appearance before the Board and can easily be made by calling the department staff at 589-3040. Accommodating appointments at times other than Thursdays will be made if and when necessary.

ASSESSING

**Chief Assessor
Deputy Assessor/Appraiser VI
Appraiser III
Appraiser II
Appraiser I
Assessing Administrative Specialist III
Department Coordinator
Deeds Specialist
Plans/New Accounts Specialist**

**Angelo Marino
Robert Gagne
Douglas Dame
Gary Turgis
Gregory Turgis
Louise Brown
Cheryl Walley
Becky Schrader
Noreen Duxbury**

Nashua's proximity to Boston's cultural influence, the New Hampshire/Maine coastline the White Mountains, a good highway system, and some of the most highly respected industrial, educational and medical facilities in the world, has contributed to its continued growth. Also, the one million square foot Pheasant Lane Mall with 150 retail shops, a variety of retail shopping areas and plazas, fine restaurants, and excellent schools make Nashua an extremely attractive place to live or visit.

The City offers exemptions for the elderly, the blind, the disabled, building improvements for the handicapped, certain handicapped veterans, certain wood-burning furnaces, solar energy and wind-powered energy systems. The tax credit for veterans who qualify is \$500. The tax credit for veterans who have a 100% permanent and total service-connected disability is \$2,000.

A summary of the City's inventory and a history of assessed values are presented, following the Treasury/Collections department narrative.

GIS

GIS Coordinator
GIS Technician

Angelo Marino
Pamela Andruskevich

The GIS Department (Geographic Information Systems) is responsible for developing and maintaining electronic geographic information in the City. In 1998, the City began this project by digitizing the current sewer and Assessor's maps and creating a base map of features which includes roadways, buildings, watercourses, topography, telephone poles, parking lots, driveways, fences, walls, hydrants and transmission lines. Since that time, the City has added digital aerial photographs, zoning, voting wards, cellular towers and a multitude of other data layers. Geographic data development has continued to grow in the City and utilization by City departments is at an all time high. The City provides this information both internally and externally through its web based products making access to City officials and the public through internet browsers. Started as an ad hoc committee with members from all departments, the GIS Department has grown to include a full time technician and a part time coordinator. The past year has seen new applications deployed to several different departments including Police, Fire, Public Health, Community development and Community Services. In 2004, the GIS Department deployed a new Electronic Field Study program to allow all departments access to a newly developed digital photographic imaging system which has greatly enhanced the City's efforts in Homeland Security. Electronic Field Study is also widely utilized in most City departments.

FINANCIAL REPORTING/COMPLIANCE

ACCOUNTING/COMPLIANCE

Accounting/Compliance Manager
Deputy Manager, Accounting/Compliance
Accountant/Auditor

Rosemarie Evans
Rean Lam
Patricia A. Lyons

ACCOUNTS PAYABLE

Accounts Payable Supervisor
Accounts Payable Coordinator
Accounts Payable Coordinator
Accounts Payable Coordinator

Susan Cronier
Renee Durand
Naomi Patch
Bernice Diggins

This segment is responsible for the accounting of all City expenditures including, tax-supported and fee-based appropriations, bond proceeds, federal/state/county grants, gifts and trust expenditures. It includes reporting, auditing and accounts payable functions for the City of Nashua culminating in bi-monthly warrants, and monthly and year-end financial reports.

Additional responsibilities include the preparation of the annual budget, which for FY09, including Special Revenue and Enterprise Funds, was approximately \$238,000,000. Melanson Heath & Company, PC, conducted the FY 2008-09 independent audit. Each

fiscal year, the City of Nashua has strived to improve its overall financial operation and position.

Compliance has added increased oversight of the City's financial resources. It results in greater accountability for all Divisions for their allocated funds. This is a critical function that will additionally result in the development of strong fiscal policies and procedures. With the growth in the annual budget, capital expenditures and bonding, grant awards, and trust and reserve funds, this function will experience more demands for compliance with federal, state, county and local rules and regulations. This function will be required to expand in order to meet that demand.

Accounts Payable as a separate function processes all City obligations (exclusive of the School Department). Accounts Payable produces the bi-monthly warrants & vendor checks for both the City and School departments.

COMPENSATION

Compensation Manager
Payroll Analyst II
Payroll Analyst II

Doreen Beaulieu
Craig Wilson
Sue Hill-McCarthy

This segment is responsible for the compensation of approximately 3,000 employees, inclusive of all City and School District employees. Responsibility includes administration of and compliance with regulations relating to all payroll deductions inclusive of taxes, pensions, garnishments, union dues, etc. This segment plays an integral role in the collective bargaining process, including cost analysis and agreement implementation. It provides and analyzes payroll and payroll-related data for the City's annual budgetary process. Further, it provides and maintains the related database programming and ensures the accuracy of data entered. Programming for Human Resources is also incorporated into this function.

PURCHASING

Purchasing Manager
Purchasing Agent II
Purchasing Agent I
Printing Tech
Mail Messenger

Robert Gabriel
Mary Sanchez
David Sophos
Ralph Jackson
Ralph Jackson

During FY2009, the department processed requisitions and over 3,750 purchase orders including both regular and blanket orders. Ninety (90) sealed bid requests were processed through this office, including the Public Works Division which included heavy equipment, replacement vehicles, and Wastewater Treatment Facility upgrades. Capital equipment items were also handled for both the City Fire Department and Police Department. Additionally, there were \$1,000,000 projects pertaining to ongoing DW Highway improvements, and the citywide CSO system optimization and infrastructure improvements. Bid requests were processed for 12 different city departments and agencies.

Our on-line posting of bid requests and specifications has proven to be a popular tool for potential bidders. Suppliers are utilizing various independent search engines to identify municipal bid offerings, and as a result we have seen an increase of 15% with responses. Current bids are posted on the web, firms from the City Bidders list are solicited, and the information is updated when the bids are opened usually within several hours. Finally, contract awards are recorded on the City web-site as a matter of public record.

The department continues to oversee the internal mail activity which includes the daily delivery to several outside departments, as well as providing both pick-up and delivery services within City Hall. Also, the department manages the onsite inventory warehouse and city advertising for both personnel and legal notices.

The City Printing Technician continues to provide cost effective and timely printing and graphic design services for an assortment of printed items, forms and reports to all city departments. Annual activity continues to exceed 5 million ink impressions. Some of the larger projects include the City Annual Report, the City Budget, and the "Land Use Code" book, several officer training manuals for the Nashua Police Department and Nashua Fire Rescue, as well as materials for various departments' public informational programs.

Our service has expanded to provide color printing, copying, and collating. Since the inception of this service, we have generated almost a half million color images, enabling the City departments to obtain quick turnaround on projects at substantially lower costs than outsourcing.

A reduced rate and/or courtesy service continues to be provided for local Non-Profit organizations and neighboring municipalities generating some revenue for the City's General Fund.

RISK MANAGEMENT & BUILDING MAINTENANCE

**Risk Manager
Risk Management Specialist II
Property & Casualty Adjuster
Program Supervisor**

**Jennifer Deshaies
Wendy Liberty
Linda Chandler
Diane Sweeny**

BUILDING MAINTENANCE

**Building Manager
Maintenance Specialist
Custodian I
Custodian I
Custodian I (Part Time)**

**Jay Hunnewell
Bruce MacDonald
Guadalupe Nava
Robert Fernandes
Steven Bibbo**

RISK MANAGEMENT DEPARTMENT

The Risk Management Department is charged with the responsibility for the preservation of assets, both human and physical. This is accomplished by identifying, evaluating, and controlling loss exposures faced by the City. The Risk Management Department makes recommendations when appropriate on the application of prudent safety, security, loss prevention, and loss minimization methods to reduce or avoid risk or loss.

The City's Property and Casualty program is self-insured and self-administered. The program is self-insured for high retention/deductible levels and excess coverage is afforded for exposures above and beyond. This program extends coverage to both the City and School department. The Risk Management Department is committed to providing professional, effective and responsible claim management. Claims are processed in a timely, equitable and cost effective manner that is consistent with the policies and procedures of the City of Nashua.

Risk Management's goal is to minimize the adverse effects of unpredictable events. Toward this end, we utilize a number of processes and tools:

- maintain COPE (Construction, Occupancy, Protection, Exposure) schedule for buildings, contents, and moveable property
- respond to all property, liability and other casualty losses, initiating investigations and accomplishing the appropriate resolution of all claims
- develop programs for loss prevention based on available loss data
- coordinate loss control activities, in cooperation with City and School departments
- maintain data base of fleet and contractors' equipment
- manage special insurance programs including fiduciary, medical malpractice and programs to protect the City and employees
- review insurance language in vendor and grant contracts to control transfer of risk
- review and approve certificates of insurance for vendors and facility users; and maintain on-line database of insurance information
- serve as a resource and provide consultation on matters related to insurance and loss prevention.

BUILDING MAINTENANCE

The Staff of Building Maintenance continue to spend many hours at the City-owned buildings that they provide services to – 229 Main Street, 14 Court Street, 18 Mulberry St, 36 Arlington St, and the Hunt Building (5 Main Street). Support at these buildings includes limited plumbing, fire safety, electrical, HVAC, grounds and custodial service.

In addition, Building Maintenance provides oversight and services to 57 Gilson Road. This newly acquired building serves as a storage facility for many City departments and will continue to develop to support additional storage needs.

The department continues to play a supporting role in Green initiatives including the expansion of the recycling program at City Hall along with coordination of efforts and support to energy consultants.

TREASURY/COLLECTIONS

Treasurer/Tax Collector
Traffic Violations Coordinator
Administrative Assistant I (PT)

David G. Fredette
Judy Miele
Sandra Desharnais

TAX COLLECTIONS

Deputy Treasurer/ Deputy Tax Collector
DPW Billing Accountant
DPW Collections Accountant
Customer Service Representative
Revenue Coordinator
Revenue/Service Specialist

Ruth E. Raswyck
Denise Lieberman
Vacant
Sylvie Corriveau
Susan Martinelli
Darlene Carter

MOTOR VEHICLE

Supervisor, Motor Vehicle Registrations
Motor Vehicle Registration Coordinator
Motor Vehicle Clerk II – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – FT
Motor Vehicle Clerk – PT
Motor Vehicle Clerk – PT
Motor Vehicle Clerk – FT

Nancy Naples
Debbie Martell
Vacant
Patricia Morse
Laura Diaz
Paulette Morgan
Flor Largy
Sharon Chase
Claire Berthiaume

Treasury is responsible for processing all the "City's cash deposits" and investment of City funds. The Treasurer is responsible for investing the City's capital, maintaining banking relationships and disbursement of City obligations. The Chief Financial Officer and the City Treasurer are responsible for the management of the City's debt. In April 2009 Standard & Poor's Rating Services assigned its AA+ long-term rating to the City's series 2009 general obligation (GO) bonds and affirmed its AA+ long-term rating and Standards & Poor's underlying rating (SPUR) on the City's preexisting general obligation debt. According to Standard & Poor's the ratings reflects the diverse economy, which is anchored by the high-tech, defense and retail industries, strong income levels and high market value per capita, strong financial position, and low debt burden, with limited additional debt needs.

Tax/Collections has the responsibility to bill and collect in excess of 55,000 property tax bills and approximately 95,000 wastewater residential and commercial bills. In addition, this unit also collects solid waste tipping fees and various fees/payments generated by special requirements. The unit is responsible for the collection and processing of the revolving loan fund administered by the City. It is also responsible for issuing liens on

property for late taxes and late wastewater user fees. In FY2009, 738 Tax Liens were recorded at the Hillsborough County Registry of Deeds, which was an increase of 31 from the previous year. In FY2009, 788 Wastewater Liens were recorded, which was an increase of 98 from FY 2008.

Motor Vehicle and Traffic Violations primary responsibility is the registration of motor vehicles for Nashua residents and the collection of parking violation tickets. During FY2009, the City registered over 87,000 vehicles. The Parking Violations Bureau has seen a decrease in the number of parking violation tickets issued and the amount of incoming revenue. The result of a strong enforcement of parking rules has been an increase in compliance, resulting in fewer tickets issued. The City has continued to increase a strong parking enforcement standard throughout the city during the year and we continue to reflect a strong collection process of parking fines. The City issued over 24,000 parking tickets during FY-09, which was a decrease of nearly 900 tickets from the previous year.

The City of Nashua pioneered the mail-in vehicle registration system whereby renewal notices are mailed mid-month prior to the registration month. A few years ago the Motor Vehicle Registration Unit was the second in the state to begin the one check processing. Our customers were very pleased to only have to issue one check to accommodate both the city and the state's portion of registration. During FY2009 the Motor Vehicle Registration became an on-line municipal agent with the State of New Hampshire. This new system has allowed us to perform additional services for our customers such as registration of up to 26,000 lbs., late renewals up to 12 months, vanity plates, and many more services. This has saved our customers the need to travel to Milford or Concord. It will also assist the City in earning additional revenue. Through the Mayor's office, The City has also instituted a new information desk located outside the Motor Vehicle Registration Unit. Part of the function of this new service is to assist customers who need to register their vehicles to ensure they have the proper paper work and assist with any questions on registration. The new information desk has also instituted a queuing system that allows customers to know their estimated wait time at the busiest times of each month, during the beginning and the end of the month. The City requires that all parking violations be paid prior to registration of any motor vehicle. In addition, the City has been cooperating with area towns in a reciprocal agreement to deny registration of any Nashua resident's motor vehicle with outstanding parking violations in other communities.

More recently the Treasurer's office has been working closely with our Information Technology Division on an E-payment plan that will include the use of credit/debit cards and on-line payments throughout the city in appropriate departments. We look forward to offering additional customer payment options in late FY 2010.

SUMMARY INVENTORY OF VALUATION – 12/08 (FY2009 MS1 10-07-08)

LAND	\$2,386,203,551
BUILDINGS	6,919,098,359
PUBLIC UTILITIES:	
WATER	86,177,100
GAS	40,590,400
ELECTRIC	<u>78,402,980</u>

TOTAL VALUATION BEFORE EXEMPTIONS: \$9,510,472,390

EXEMPTIONS ALLOWED:

BLIND	(\$3,610,900)
ELDERLY	(141,418,500)
SOLAR/WIND POWER	(104,300)
SCHOOL DINING/DORMITORY/KITCHEN	(300,000)
PHYSICALLY HANDICAPPED	(807,100)
TOTALLY & PERMANENTLY DISABLED	(\$10,937,600)
TOTAL EXEMPTIONS ALLOWED	<u>(\$157,178,400)</u>
NET VALUATION ON WHICH THE TAX RATE IS COMPUTED FOR	<u>\$9,353,293,990</u>

MUNICIPAL, COUNTY & LOCAL EDUCATION

LESS PUBLIC UTILITIES (205,170,480)

NET VALUATION ON WHICH TAX RATE IS COMPUTED FOR STATE \$9,148,123,510
EDUCATION TAX

STATEMENT OF FY2009 BUDGET APPROPRIATIONS

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
GENERAL GOVERNMENT	\$45,457,919			\$45,457,919
FINANCIAL SERVICES	6,079,414			6,079,414
INFORMATION TECHNOLOGY	1,117,375	240,000		1,357,375
PUBLIC SAFETY	33,629,476			33,629,476
COMMUNITY SERVICES	2,567,656	6,400		2,574,056
PUBLIC WORKS	9,715,045	172,000		9,887,045
PUBLIC SERVICES	451,649			451,649
COMMUNITY DEVELOPMENT	1,368,573			1,368,573
PUBLIC LIBRARIES	2,215,375			2,215,375
SCHOOL DEPARTMENT	86,025,543	937,500		86,963,043
CONTINGENCY	3,480,380			3,480,380
CAPITAL EQUIPMENT RESERVE	500,000			500,000
DEBT SERVICE	18,461,507			18,461,507
CAPITAL IMPROVEMENTS	1,990,750			1,990,750
SOLID WASTE DISPOSAL			6,743,991	6,743,991
WASTEWATER OPERATING			7,396,674	7,396,674
WASTEWATER CAPITAL PROJECTS			9,513,078	9,513,078
TOTAL ADOPTED BUDGET:	\$213,060,662	\$1,355,900	\$23,653,743	\$238,070,305

STATEMENT OF FY2009 ESTIMATED REVENUES

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL
FINANCIAL SERVICES	\$20,569,501			\$20,569,501
CITY CLERK	174,490			174,490
PURCHASING	750			750
BUILDING MAINTENANCE	500			500
ASSESSORS	6,000			6,000
HUNT BUILDING	3,500			3,500
INFORMATION TECHNOLOGY	0	240,000		240,000
POLICE DEPARTMENT	113,450			113,450
FIRE DEPARTMENT	50,400			50,400
COMMUNITY HEALTH	30,332	6,400		36,732
ENVIRONMENTAL HEALTH	123,925			123,925
WELFARE DEPARTMENT	100,000			100,000
PUBLIC WORKS ENGINEERING	45,039			45,039
PARKS & RECREATION	226,226	172,000		398,226
STREET DEPARTMENT	1,363,803			1,363,803
TRAFFIC DEPARTMENT	5,000			5,000
PARKING LOTS	729,500			729,500
CEMETERIES	338,805			338,805
PLANNING & ZONING	180,025			180,025
BUILDING DEPARTMENT	435,500			435,500
PUBLIC LIBRARIES	15,800			15,800
SCHOOL DEPARTMENT	36,452,427	937,500		37,389,927
DEBT SERVICE	600,000			600,000
MISCELLANEOUS	924,500			924,500
SOLID WASTE DISPOSAL			4,053,669	4,053,669
WASTEWATER			16,909,752	16,909,752
TOTAL ESTIMATED REVENUES:	\$62,489,473	\$1,355,900	\$20,963,421	\$84,808,794

PROPERTY TAXES ASSESSED 12/08 FY2009

1)	TOTAL APPROPRIATIONS	\$ 238,070,305
2)	LESS: ESTIMATED REVENUES	(84,808,794)
3)	OVERLAY (ABATEMENT ACCOUNT)	2,025,676
4)	HILLSBOROUGH COUNTY TAX	9,546,322
5)	WAR SERVICE CREDITS	1,758,500
6)	FUND BALANCE APPLIED	(2,903,333)
7)	TOTAL PROPERTY TAXES ASSESSED	\$ 163,688,676

HISTORY OF ASSESSED VALUATION

FISCAL YEAR	VALUATION
2008-09	\$9,353,293,990
2007-08	\$9,281,224,534
2006-07	\$8,996,058,859
2005-06	\$8,980,391,935 (R)
2004-05	\$6,978,813,265 (R)
2003-04	\$5,363,848,408
2002-03	\$5,435,992,099
2001-02	\$5,331,857,935
2000-01	\$5,251,008,071 (R)
1999-00	\$4,073,784,799
1998-99	\$3,399,095,691
1997-98	\$3,705,861,192
1996-97	\$3,565,468,405
1995-96	\$3,555,575,845
1994-95	\$3,508,873,595
1993-94	\$3,463,299,556
1992-93	\$3,482,583,656 (R)
1991-92	\$2,238,774,141
1990-91	\$2,250,401,251
1989-90	\$2,230,037,778
1988-89	\$2,218,194,400
1987-88	\$2,089,387,100
1986-87	\$1,981,794,500
1985-86	\$1,839,854,100
1984-85	\$1,697,638,650
1983-84	\$1,606,277,150
1982-83	\$1,535,149,600
1981-82	\$1,495,814,600 (R)

(R) Revaluation year

TAX RATE HISTORY

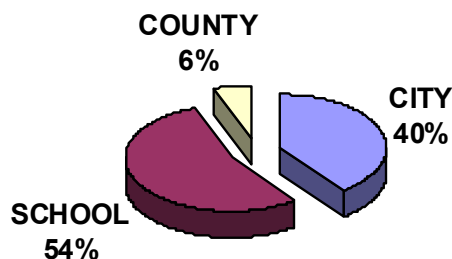
FY	MUNICIPAL	COUNTY	SCHOOL	TOTAL
2008-09	6.50	1.01	10.04	17.55
2007-08	6.73	1.01	9.66	17.40
2006-07	6.17	0.99	10.04	17.20
2005-06	5.06	0.99	10.27	16.32 (R)
2004-05	6.80	1.26	11.79	19.85 (R)
2003-04	8.88	1.68	13.81	24.37
2002-03	8.51	1.74	13.35	23.60
2001-02	7.82	1.75	12.93	22.50
2000-01	6.64	1.70	13.01	21.35 (R)
1999-00	8.48	2.01	15.41	25.90
1998-99	8.96	1.93	17.76	28.65
1997-98	9.33	2.14	17.63	29.10
1996-97	9.39	2.30	18.51	30.20
1995-96	9.07	2.20	18.68	29.55
1994-95	9.14	2.15	17.61	28.90
1993-94	8.04	2.32	17.74	28.10
1992-93	7.89	2.48	17.92	28.30 (R)
1991-92	11.42	3.59	26.19	41.20
1990-91	11.23	3.59	23.98	38.80
1989-90	10.04	3.47	21.79	35.30
1988-89	8.36	2.83	19.41	30.60
1987-88	8.65	2.17	17.58	28.40
1986-87	9.20	2.03	16.77	28.00
1985-86	9.78	1.85	15.57	27.20
1984-85	9.28	1.73	16.69	26.70
1983-84	9.09	1.72	15.19	26.00
1982-83	9.20	1.50	14.90	25.60
1981-82	8.40	1.20	14.10	23.70 (R)
1980-81	19.40	3.30	35.00	57.70
1979-80	17.40	3.20	34.20	54.80
1978-79	18.60	2.70	33.50	54.80
1977-78	18.20	2.20	32.10	52.20

(R) Revaluation year

LONG-TERM DEBT

The City of Nashua finances its capital projects, acquisitions and improvements through the issuance of long-Term debt. The City customarily issues 20-year bonds through a competitive bid process. Statutory limits are imposed to control the level of debt. Under a special act applicable to the City, the general debt limit of the City is 2.00% of its base valuation of \$9,150,834,250 as last determined by the NH Department of Revenue Administration. Debt for school purposes is excluded from the general debt limit. Under a special act applicable to the school, school debt is subject to a limit of not more than 6% of the above described base valuation. State-prescribed statutory debt limits under RSA 33:4-a are higher than those allowed under the special act applicable to the City. At the end of FY'09, the City had long-term debt of \$110,365,583 for school related projects, \$28,096,206 for City, \$24,049,409 for Solid Waste Disposal and \$6,980,575 for the Waste Water Treatment Plant.

YOUR FY2009 TAX DOLLARS



CITY OF NASHUA TRUST FUNDS

The City of Nashua has over 100 trust funds with a combined market value as of June 30, 2009 of over \$69.4 million. The purpose of some of these funds include scholarship awards for Nashua High School students, perpetual care for the City's cemeteries, capital equipment purchases, cultural enrichment for the City's citizens, and books for Nashua Public Library. The City's trust funds must be invested pursuant to the provisions in RSA 31:25. Information regarding this and other state statutes concerning trust funds may be obtained from the Charitable Trusts Unit of the Department of Justice in Concord, New Hampshire.

The City is required to file annual reports with the Department of Charitable Trusts and the Department of Revenue Administration. The required reports, the MS 9 & 10, state the purpose of each trust fund, the date of its creation, and the fund's earnings and expenditures during the year. These reports are required for the charitable trusts that the City holds in custody but do not include trusts such as pension funds, impact fees, and funds that the City receives as the beneficiary of trusts held by other entities.

MS-9
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2008

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)					Income			Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended	Balance End of Year
2001	Landfill-Regulatory Closure	landfill closure costs	Common Trust #2	2,625,000.00	500,000.00			3,125,000.00	288,040.71	18,787.17		306,827.88
2000	Solid Waste Equipment Reserve	capital reserve fund	Common Trust #3	223,865.78	220,278.00		(433,162.37)	10,981.41	13,391.65	2,810.18	(9,248.00)	6,943.83
2003	Sequoiennial Celebration	fund activities to celebrate City's 150th anniversary of incorporation	Common Trust #2	3,057.25			(3,057.25)	-	180.17	155.90	(336.07)	-
2007	Yankee Mural	preservation/restoration of mural	Common Trust #2	(14.06)	74.06			-	75.75		(75.75)	-
2007	Ethnic Awareness	promote ethnic awareness in the city	Common Trust #2	315.07				315.07	40.30	4.69		44.99
2009	HR TF - UAW Educational Assistance	indicated activities	Common Trust #2	-	73,679.50		(33,728.24)	39,951.26	-	102.26	(102.26)	-
2007	Green Team	promote responsible use of resources	Common Trust #2	25,000.00	100.00			25,100.00	93.86	139.81		233.67
2000	City Hall Renovations	capital reserve fund	Common Trust #3	3,073.89	201.24			3,275.13	799.76	21.66		821.42
2004	Hunt Memorial Building Fund	restoration of Hunt Memorial Building	Common Trust #2	25,230.35	232.07			25,462.42	896.50	145.23	(620.22)	421.51
2004	Bomb Specialist Unit	indicated activities	Common Trust #2	183.72				183.72	141.64	1.82		143.46
2004	Police K-9 Unit	indicated activities	Common Trust #2	208.51	200.00			408.51	54.03	1.02		55.05
2004	Police School Program	indicated activities	Common Trust #2	544.83				544.83	80.29	3.48		83.77
2004	NPD Rape Aggression Defense System Program	indicated activities	Common Trust #2	1,922.81	149.24			2,072.05	6.13	10.65	(545.93)	(529.17)
2006	Law Enforcement Programs & Activities	indicated activities	Common Trust #2	115.62	210.00			325.62	3.20	0.72		3.92
2000	Amherst St. Fire Station	capital reserve fund	Common Trust #3	557.80	33.27			591.07	82.63	3.59		86.22
2005	Fire Public Education Injury Prevention	public education/injury prevention program	Common Trust #2	7,931.56	4,245.00		(4,139.84)	8,036.72	287.85	54.08		341.93
2006	Fire Emergency Fund	indicated activities	Common Trust #2	200,206.00	205.00			200,411.00	18,382.92	1,218.94		19,601.86
circa 1892	Weavers Union Hospital Fund	erect/maintenance of a city hospital	Common Trust #2	5,008.74				5,008.74	3,885.30	47.89		3,633.19
circa 1903	Charlotte O. Harris	public bath	Common Trust #2	1,717.26				1,717.26	1,126.00	15.85		1,141.35
circa 1980s	Chairman's Fund of the Board of Health of Public Health	used at the discretion of the Chairman of the Board of Public Health	Common Trust #2	54,495.88	2,141.43			56,637.31	10,074.25	354.53	(660.78)	9,768.00
2009	Child Car Programs	indicated activities	Common Trust #2	-	3,517.51		(3,000.00)	517.51	-	1.43		1.43
1950	Sarah Wallace Welfare	public welfare needs	Citizens Bank checking Common Trust #1 & #2	25,373.19	2,417.06	(1,000.93)		26,789.32	4,350.49	839.34	(572.96)	4,856.87
1997	Welfare	welfare emergencies	Common Trust #2	313,032.54				313,032.54	38,913.55	1,960.66		40,874.21
2006	Asbestos Expendable Trust Fund	indicated activities	Common Trust #2	19,731.80				19,731.80	1,404.22	117.75		1,521.97
2009	Lake Street Transportation Improvements	indicated activities	Common Trust #2	-	800.00			800.00	-	1.39		1.39
2003	SummerFun	summer activities for citizens	Common Trust #2	6,257.65	6,921.63		(2,326.25)	10,853.03	-	52.82	(52.82)	-
												10,853.03

MS-9
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2008

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income				Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Income	Expended	Balance End of Year	
2004	Holman Stadium Improvements	materials,equipment,seasonal personnel,provide matching funds for grants	Common Trust #2	1,821.75	32,700.00		(21,014.43)	13,507.32	(131.90)		-	13,507.32
2004	Nine Falls Park Fund	materials,equipment,seasonal personnel,provide matching funds for grants	Common Trust #2	312,427.22	67,527.00		(36,805.74)	343,148.48	2,022.76	(2,022.76)	-	343,148.48
2004	David W. Deane Skateboard Park	materials,equipment,seasonal personnel,provide matching funds for grants	Common Trust #2	58,679.22	21,924.00		(161.45)	80,441.77	376.02	(179.92)	1,685.81	82,127.58
2006	Sports Teams Tournament Travel	indicated activities	Common Trust #2	2,722.54				2,722.54	15.55		82.97	2,805.51
2007	Park Rehabilitation	rehabilitation of specific city parks	Common Trust #2	62,000.00				62,000.00	346.69		579.47	62,579.47
2009	Baseball Field Lighting System	Purchase and installation of lighting system on baseball fields	Common Trust#2	-	750.00			750.00	0.31		0.31	750.31
1998	DPW Snow Removal	snow removal	Common Trust #2	264,726.86			(73,550.89)	191,185.97	1,741.69		13,979.47	205,165.54
2003	Street Paving	paving needs of the City	Common Trust #2	8,130.01	458,938.43		(443,946.72)	23,121.72	2,601.98		2,601.98	25,723.70
circa 1893	Edgewood Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	3,394,778.03	21,578.46	202,453.19	(27,107.00)	3,591,702.68	3,516.05	(48,895.59)	63,641.76	3,655,344.44
1975	Edgewood Cemetery Flower Fund	flowers for gravesites	TD Banknorth Portfolio*	143,849.48	94.31	(380.32)	(887.94)	142,666.53	3,086.90	(2,352.63)	887.94	143,554.47
circa 1980	Edgewood Cemetery Equipment Reserve	equipment purchases	Common Trust #2	81,123.91	8,890.00		(3,554.27)	86,459.64	-	(447.73)	-	86,459.64
1989	Edgewood Cemetery Deed Fund	developing new sections of cemetery	Common Trust #2	141,428.92	27,015.62		(4,165.62)	164,278.92	64.44		(24,143.48)	140,135.44
circa 1897	Suburban Cemetery Perpetual Care	perpetual care	TD Banknorth Portfolio*	177,909.69	14,948.52	(0.61)		191,957.60	4,975.18	(5,024.49)	-	191,957.60
1948	Suburban Cemetery, Whitman Fund	maintenance of cemetery	TD Banknorth Portfolio*	1,125,697.14	672.26	85,370.79		1,211,740.19	52,120.22	(9,477.53)	332,251.54	1,544,091.73
circa 1893	Woodlawn Cemetery Perpetual Care	perpetual care	Camella Portfolio*	4,260,832.90	5,493.37	257,304.85	(179,764.94)	4,343,956.18	185,295.00	(15,330.84)	169,964.16	4,513,920.34
1994	Woodlawn Cemetery Arboretum	raising & caring for trees in cemetery	Camella Portfolio*	3,166.57	485.40			3,652.07	136.66		3,791.26	7,443.33
1996	Woodlawn Cemetery Maintenance	improvements & general maintenance	SA Camella Portfolio*	281,547.42	114,312.33			395,859.75	13,329.43	(538.15)	12,791.28	408,651.03
circa 1921	Jeannie N. Wallace	flags for veterans graves	Common Trust #2	5,122.56				5,122.56	47.01	(63.79)	3,300.55	8,423.11
2001	Affordable Housing	housing aid	Common Trust #2	139.97				139.97	80.01		81.23	221.20
2000	School Deferred Maintenance	capital reserve fund	Common Trust #3	24,483.02	1,504.33			25,987.35	4,474.15		4,636.08	30,623.43
2003	School Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #2	195,571.00			(231,659.00)	(36,088.00)	33,495.89		36,202.79	114.79
2000	Portable Classrooms	rental fees for portable classrooms	Common Trust #2	76,840.53	67,500.00		(76,571.13)	67,769.40	77,100.10		528.97	68,298.37
2005	Stellos Stadium Improvements	repairs, replacements, and improvements	Common Trust #2	309,568.55				309,568.55	1,942.55		41,070.46	350,639.01
2005	Stellos Stadium GOB Repayment	fund payments for bonded debt	Common Trust #2	142,346.67				77,346.67	-		1,128.70	78,475.37
2006	School Capital Reserve	indicated activities	Common Trust #3	7,366,726.92			(65,000.00)	4,521,975.28	41,180.84		41,180.84	4,563,156.12
2006	School Athletic Expendable Trust Fund	indicated activities	Common Trust #2	40,983.31	19,608.81		(6,594.58)	53,997.54	216.60		1,080.16	55,077.70

MS-9
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2008

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)				Income				Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended		Balance End of Year
2006	Hurricane Katrina Relief Fund	Indicated activities	Common Trust #2	4,257.77				4,257.77	447.76	26.22		473.98	4,731.75
2006	Special Education Expendable Trust Fund	Indicated activities	Common Trust #2	1,587.02			-	1,587.02	-	2,931.98		2,931.98	4,519.00
2006	School Related Programs & Activities	Indicated activities	Common Trust #2	13,168.89	8,950.97		(10,703.82)	11,416.04	-	64.41		64.41	11,480.45
2009	School Technology Fund	Indicated activities	Common Trust #2	-	10,000.00			10,000.00	-	4.07		4.07	10,004.07
1997	Sharon Bailey Parks Cultural & Enrichment Fund	Student enrichment	Common Trust #1 Common Trust #2	15,942.43	1.18	(62.27)		15,183.34	580.97	529.48	(108.04)	1,002.41	16,320.75
2009	Julia T. Ward Fund-Appropriate	Scholarship	Common Trust #2	-	3,000.00			3,000.00	-	-		-	3,000.00
1920	Willis T. Dodge Award	Scholarship	Common Trust #1 Common Trust #2	8,200.86		(331.60)	(220.00)	7,649.26	310.13	280.73	(57.31)	533.55	8,182.81
1869	Noyes Prize	Scholarship	Common Trust #1 Common Trust #2	2,819.19		(114.18)	(80.00)	2,625.01	107.50	96.66	(19.74)	184.42	2,809.43
1992	Class of 1924 - Evelyn F. Lamond Scholarship	Scholarship	Common Trust #1 Common Trust #2	27,859.73	752.13	(1,126.63)	(1,510.00)	25,975.23	1,051.08	951.58	(194.67)	1,807.99	27,783.22
1992	Ralph J. & Alice F. Burns Scholarship	Scholarship	TD Banknorth Portfolio* Common Trust #2	291,886.61	89.55	(1,125.44)	(7,000.00)	283,850.72	9,176.84	8,113.85	(1,803.14)	15,489.55	290,340.27
1983	Thelma F. Doe Scholarship	Scholarship	Common Trust #1 Common Trust #2	13,076.23	1.00	(528.72)	(550.00)	11,998.51	495.88	446.59	(91.34)	851.13	12,849.64
1993	Matias Mathematics Achievement Award	Scholarship	Common Trust #1 Common Trust #2	13,016.06		(526.33)	(350.00)	12,139.73	491.61	445.38	(90.95)	846.24	12,985.97
1979	Leo & Olive Ferryall Scholarship	Scholarship	Common Trust #1 Common Trust #2	18,491.41		(743.58)	(440.00)	17,307.83	644.25	629.61	(188.47)	1,085.39	18,393.22
1973	Virginia Holt Dunlap Award	Scholarship	Common Trust #1 Common Trust #2	561.07			(23.16)	537.91	31.65	19.71	(18.99)	32.37	570.28
1947	Walter & Evelyn Nesmith Scholarship Prize	Scholarship	Common Trust #1 Common Trust #2	10,214.20			(693.24)	9,520.96	388.92	349.85	(71.40)	667.37	10,188.13
1993	Arthur J. Nokes Scholarship	Scholarship	Common Trust #1 Common Trust #2	34,988.27		(1,414.82)	(940.00)	32,633.45	1,314.94	1,197.66	(254.47)	2,258.13	34,891.38
1980	Nashua High Class of 1939 Memorial Scholarship	Scholarship	Common Trust #1 Common Trust #2	19,089.64		(758.48)	(510.00)	17,821.16	717.20	642.10	(131.07)	1,238.23	19,049.39
1983	Raymond N. Chantel Memorial Scholarship	Scholarship	Common Trust #1 Common Trust #2	8,954.18		(362.04)	(250.00)	8,342.14	339.67	307.08	(62.58)	584.17	8,926.31
1985	Honorable Frank B. & Emma D. Clancy Scholarship	Scholarship	Common Trust #1 Common Trust #2	135,843.57		(5,493.92)	(3,670.00)	126,679.65	5,114.29	4,650.70	(1,079.33)	8,685.66	135,365.31
1987	William H. & Edith E. Keenan Scholarship	Scholarship	Common Trust #1 Common Trust #2	642,798.03		(26,012.09)	(16,220.00)	600,565.94	24,385.55	22,015.74	(6,252.92)	39,877.37	640,443.31
1989	Charles H. Austin Scholarship	Scholarship	Citizens Bank Portfolio* Common Trust #2	2,073,575.99	166.55	(76,297.39)	(62,020.00)	1,935,425.15	83,597.39	77,473.88	(14,730.37)	146,340.90	2,081,766.05
1997	Lauras-Erickson Scholarship	Scholarship	Common Trust #1 Common Trust #2	22,074.72		(892.53)	(600.01)	20,582.18	826.82	755.53	(154.23)	1,428.12	22,010.30
1999	Ruth Milan Scholarship	Scholarship	Common Trust #1 Common Trust #2	245,437.26	2,500.00	(10,453.40)	-	237,483.86	5,510.38	8,847.26	(1,806.33)	12,551.31	250,035.17
2001	Marco Scheer Memorial Scholarship	Scholarship	Common Trust #1 Common Trust #2	19,272.62	5,544.64	(863.60)	(500.00)	23,453.60	701.05	716.97	(145.51)	1,272.51	24,726.11
1973	Olla Holt Dunlap Award	Scholarship	Common Trust #1 Common Trust #2	566.89		(22.77)	(27.64)	516.48	32.64	19.32	(3.94)	48.02	564.50
1997	Linda Swidler Scholarship	Scholarship	Common Trust #1 Common Trust #2	14,344.36	1,000.00	(743.39)	-	14,600.97	-	644.24	(128.45)	515.79	15,116.76

MS-9
Report of the Trust Funds of the City of Nashua, New Hampshire as of June 30, 2008

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)					Income			Grand Total Principal & Income End of Year	
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income	Expended		Balance End of Year
2004	Stephen Guilfooy Memorial Scholarship	scholarship	Common Trust #2	17,718.69			(2,388.97)	15,329.72	-	84.18		84.18	15,413.90
2003	Mark Tibbault Wrestling Scholarship	scholarship	Common Trust #2	2,328.95			-	2,328.95	-	12.97		12.97	2,341.92
2004	Bernard Masse Memorial Scholarship	scholarship	Common Trust #2	16.40			-	16.40	-	3.34		3.34	19.74
2004	Alan H. Rudman Memorial Scholar/Athlete Award	scholarship	Common Trust #1 Common Trust #2	125,082.66		(4,510.89)	(2,000.00)	118,571.77	6,156.76	3,835.47	(779.48)	9,212.75	127,784.52
2004	Louis Lemay Athletic Scholarship	scholarship	Common Trust #2	15.72			-	15.72	-	0.07		0.07	15.79
2006	Linda Haydayan Lacrosse Fund	scholarship	Common Trust #2	6,457.82			(5,000.00)	1,457.82	-	46.64		46.64	1,504.46
2007	Shawn Eckert Memorial Scholarship	scholarship	Common Trust #2	10,089.19	125.00		-	10,214.19	-	54.50		54.50	10,268.69
2007	Stanford Mark Larsen Memorial Scholarship	scholarship	Common Trust #1 Common Trust #2	8,618.99	1,408.30		-	10,027.29	-	45.34		45.34	10,072.63
2007	Shawn Eckert Auto-Tech Scholarship	scholarship	Common Trust #1 Common Trust #2	11,080.88		(396.67)	(667.66)	10,013.55	258.63	338.85	(69.07)	528.41	10,541.96
2007	Michelle Troddlyn Memorial Art Scholarship	scholarship	Common Trust #2	8,258.73			(350.00)	8,408.73	34.20	49.75		83.95	8,492.68
1889	Moses Hunt Lecture Fund	public courses of popular & scientific lectures	Common Trust #1 Common Trust #2	55,135.48		(2,048.86)	(1,225.00)	51,861.62	1,955.45	1,739.08	(354.04)	3,340.49	55,202.11
1937	Ira Harris Lecture Fund	public lectures & concerts	Common Trust #1 Common Trust #2	31,779.30		(1,141.36)	(1,660.00)	28,987.94	909.16	967.77	(197.23)	1,679.70	30,667.64
2009	Contingency - City Fuel	City Fuel costs in excess of budgeted amounts	Common Trust #2	-	450,000.00			450,000.00	-	775.74		775.74	450,775.74
1968	Capital Equipment Reserve	capital reserve fund	Bank of America Portfolio*	5,103,334.22	500,000.00	(3,995.97)	(1,334,521.95)	4,064,836.30	497,510.38	96,181.37		593,691.75	4,658,528.05
2000	City Retirement	retirement expenditures in excess of budgeted amounts	Common Trust #2	277,562.05	29,409.45		-	306,971.50	-	2,763.42		2,763.42	309,734.92
Grand Total All Funds				31,321,373.46	2,691,388.92	403,294.98	(6,149,012.75)	28,267,044.61	1,316,515.37	766,710.74	(125,644.19)	1,957,581.92	30,224,626.53

*See attachment for portfolio detail

Fees and expenses paid for professional banking assistance: (RSA 31:38-a IV)

Name of Bank: Citizens Bank. Fees paid: \$25,188.82

Name of Bank: TD Banknorth. Fees paid: \$35,903.08

Were these Fees & expenses paid for totally from income? Yes

MS-10

Report of the Common Trust Fund Investments of the City of Nashua, New Hampshire as of June 30, 2009

How Invested	Principal (Book Value)					Income			
	Balance Beginning of Year	Deposits	Realized Gains/Losses	Withdrawals	Balance End of Year	Balance Beginning of Year	Income During Year	Expended During Year	Balance End of Year
Common Trust #1 Citizens Bank Portfolio*	1,536,629.90	3,066.54	(60,551.52)		1,479,144.92	13,513.36	50,924.91	(12,333.53)	52,104.74
Common Trust #2 Citizens Bank Money Market	5,660,454.20	3,180,235.12		(2,312,966.53)	6,527,722.79	-	45,293.33	(23,730.83)	21,562.50
Common Trust #3 Citizens Bank Money Market	10,500,127.76	737,823.68		(4,837,212.42)	6,400,739.02	302,226.83	61,371.69	(9,248.00)	354,350.52
Grand Total									

*See attachment for portfolio detail

MS-9
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2009

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)					Income		Balance End of Year	Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Realized Gain/Losses	Withdrawals	Balance End of Year	Income	Expended		
1979	Charles Zylonis	educate/inform the public about Lithuania	Common Trust #1	392,835.28	71.58	(3,503.23)		389,403.63	12,936.42	(7,871.66)	21,471.65	410,875.28
			Common Trust #2									
1982	Alfred Everett Smith	non-fiction and/or art book purchases	Common Trust #3	9,716.49	1.85	(90.15)		9,628.19	362.44	(1,208.48)	2,240.81	11,869.00
			Common Trust #2									
1935	Ira F. Harris Fund	purchase of books	Common Trust #3	39,358.60	7.68	(375.63)		39,390.65	1,481.44	(1,138.38)	10,680.20	50,070.85
			Common Trust #1									
1965	Ada Harkaway Trust	purchase of children's books with emphasis on fairy tales and myths	Common Trust #3	1,233.91	0.23	(11.27)		1,222.87	46.44	(413.57)	117.32	1,340.19
			Common Trust #2									
1973	Chandler Memorial Library Fund	care & maintenance of the Chandler Memorial Library	Common Trust #3	163,342.48	58.41	(2,858.63)		160,542.26	10,615.29	(8,465.46)	19,310.66	179,852.92
			Common Trust #1									
1932	Leonard Freeman Burbank	purchase of works of art by living artists	Common Trust #3	103,606.89	51.43	(2,516.80)		101,141.52	11,480.82	(3,299.96)	53,239.38	154,380.90
			Common Trust #2									
1988	Henry Strauss Fund	purchase of reading matter	Common Trust #3	2,228,388.30	502.09	(22,298.40)		2,206,991.99	85,971.10	(21,214.79)	501,792.35	2,708,784.34
			Common Trust #1									
2004	Raymond Avaré	for the purchase of French-Canadian books, literature, tapes, CDs and any and all electronic materials concerning French-Canadian culture and history.	Common Trust #1	3,157.90	0.57	(27.98)		3,130.49	104.91	(17.76)	378.32	3,508.81
			Common Trust #2									
1892	John M. Hunt Memorial	building of library	Common Trust #1	27,178.21	4.53	(221.62)		27,161.12	829.19	(140.66)	2,846.55	30,007.67
			Common Trust #2									
1906	Daniel Hussey	general library purposes	Common Trust #3	36,151.64	6.83	(334.31)		35,824.16	1,247.14	(212.16)	3,972.21	39,796.37
			Common Trust #1									
1916	Almira Jaquith	general library purposes	Common Trust #3	163.38	0.23	(11.27)		152.34	46.45	(71.15)	525.25	677.59
			Common Trust #1									
2000	Nanna M. Rose	general library purposes	Common Trust #3	15,526.45	2.50	(122.08)		15,406.87	461.89	(77.48)	2,027.08	17,433.95
			Common Trust #2									
1990	Martha C. Cramer	general library purposes	Common Trust #3	15,022.94	3.07	(150.26)		14,875.75	569.96	(95.36)	2,625.01	17,500.76
			Common Trust #1									
1991	U.S. Constitution	to promote a greater understanding and appreciation of the U.S. Constitution and The Bill of Rights	Common Trust #1	4,282.16	0.77	(37.57)		4,245.36	156.28	(91.82)	1,812.52	6,057.88
			Common Trust #2									
1974	Marion Fairfield	general library purposes	Common Trust #3	4,767.64	1.00	(48.84)		4,719.80	192.23	(98.49)	1,405.35	6,125.15
			Common Trust #1									
1984	Bertha Hickey	Chandler Memorial Library	Common Trust #3	7,402.80	1.54	(75.11)		7,329.23	295.88	(47.66)	2,279.27	9,608.50
			Common Trust #1									
1985	Jessie C. Locke	Chandler Memorial Library	Common Trust #3	123,533.20	22.42	(1,096.86)		122,458.76	4,040.08	(1,686.07)	7,386.64	129,845.40
			Common Trust #1									

MS-9
Report of the Trust Funds of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2009

Date of Creation	Name of Trust Fund	Purpose of Trust Fund	How Invested	Principal (Book Value)					Income		Balance End of Year	Grand Total Principal & Income End of Year
				Balance Beginning of Year	New Funds	Realized Gains/Losses	Withdrawals	Balance End of Year	Income	Expended		
2000	Frank B. Clancy	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	36,223.19	6.53	(319.32)		35,910.40	1,199.06	(202.61)	4,258.55	40,168.95
1996	Genevieve Nemith	purchase of books	Common Trust #1 Common Trust #2 Common Trust #3	31,716.43	5.22	(255.68)		31,465.97	1,005.87	(162.28)	7,666.99	39,132.96
1996	Virginia Car Bloomfield	general library purposes	Common Trust #1 Common Trust #2 Common Trust #3	453,768.61	75.22	(3,681.28)		450,162.55	13,717.02	(4,511.16)	38,876.61	489,039.16
2004	Historical Books	to fund printing costs of The History of the City of Nashua & other historical books	Common Trust #3	13,668.88	500.00		(4,421.90)	9,746.98	85.80		1,976.65	11,723.63
2004	Museum Passes	purchase museum passes for public use	Common Trust #3	24.71				24.71	3.09		3.24	27.95
2004	Plaza Plus	to fund summer plaza pies	Common Trust #3	138.67			(138.67)	-	0.74	(3.45)	1.13	1.13
2004	Miscellaneous Library Donations	donated funds to be used at discretion of the Trustees	Common Trust #2 Common Trust #3	1,326.37	2,231.24		(48.59)	3,509.02	209.80		219.97	3,728.99
Grand Total All Funds				3,713,535.13	3,554.94	(38,036.29)	(4,609.16)	3,674,444.62	146,856.77	(50,966.41)	687,113.71	4,361,558.33

* - Litigation settlements and new funds

MS-10
Report of the Common Trust Fund Investments of the Nashua Public Library, Nashua, New Hampshire as of June 30, 2009

	How Invested	Principal			Income			Balance Beginning of Year	Balance End of Year	Expended	Balance End of Year	Grand Total Principal & Income End of Year
		Balance Beginning of Year	New Funds	Withdrawals	Gains/Losses from Sales	Income	Expended					
Common Trust #1	TD Banknorth Investment Portfolio*	3,698,376.50			(38,036.29)	138,322.12	(133,756.55)	22,283.51	3,661,163.91		26,849.08	3,688,012.99
Common Trust #2	TD Banknorth Money Market		823.70			41,326.95		616,881.24		-	658,208.19	658,208.19
Common Trust #3	Citizens Money Market	16,246.04	2,731.24	(4,564.02)		95.22		828.67	14,413.26		923.89	15,337.15

* See attachment for portfolio holdings

Fees and expenses paid for professional banking/brokerage assistance: (RSA 31:38-a. IV)

Name of Bank/Brokerage: TD Banknorth

Fees Paid: \$23,974.29

Were these fees & expenses paid for totally from income? Yes

FIRE RESCUE

NASHUA FIRE RESCUE COMMISSIONERS 2008 - 2009

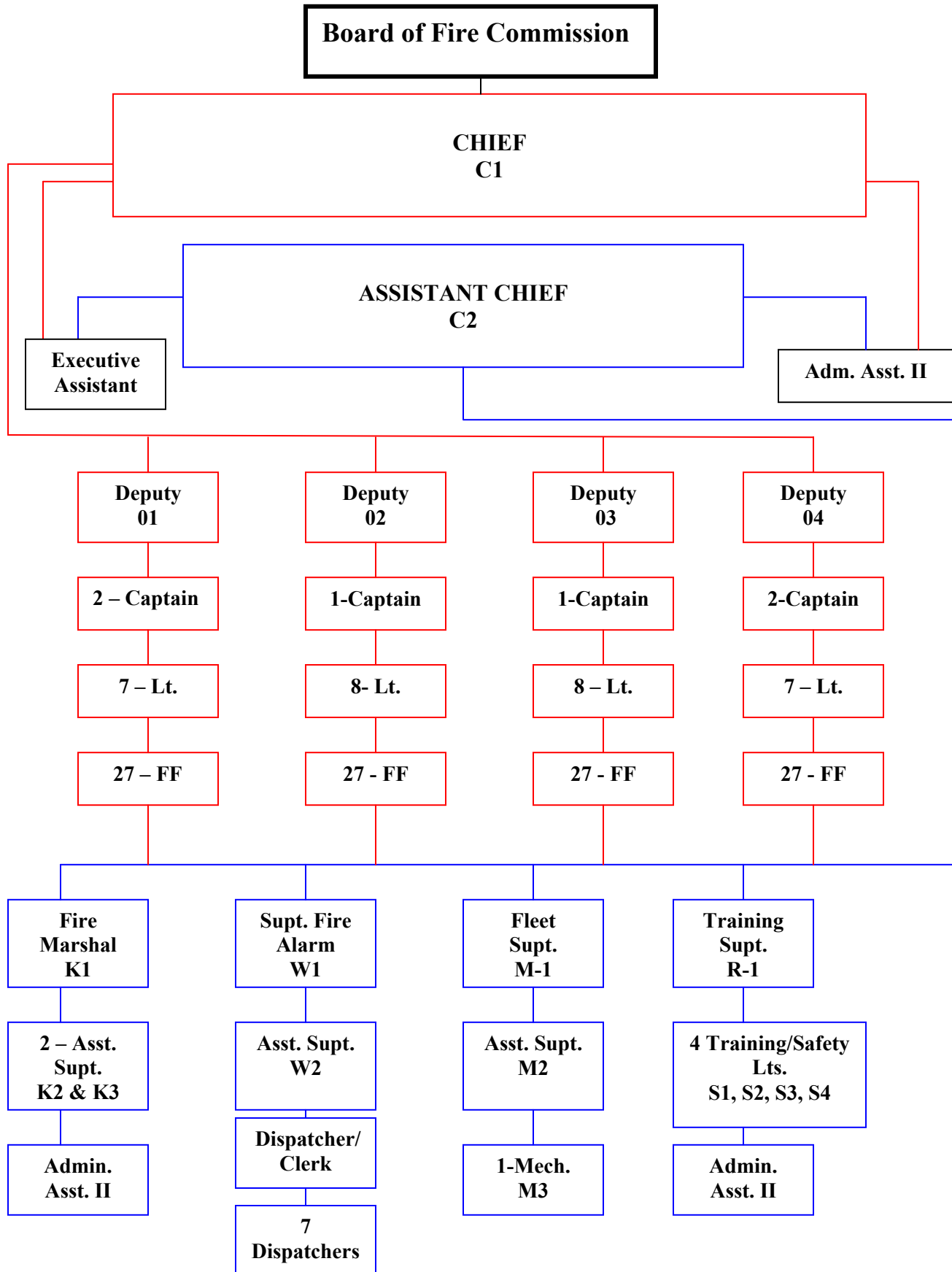
**Paul Garant, Chairman
Bruce Laughton, Vice Chairman
Kevin Gage, Clerk
David Lavoie
Ralph Kelloway**

Chief	Brian W. Morrissey
Assistant Chief	Keith E. Anderson
Deputy Chiefs	John Allison, Michael O'Brien Daniel Cronin, Steven Galipeau
Executive Asst.	Earlene Davis
Admin. Asst.	Anne-Marie Boucher

Stations and Divisions

Station 1	15 Amherst Street
Station 2	177 Lake Street
Station 3	124 Spit Brook Road
Station 4	70 East Hollis Street
Station 5	98 Pine Hill Road
Station 6	2 Conant Road

Administration	70 East Hollis St.
Fire Alarm Division	38 Lake Street
Mechanical Division	2 Conant Road
Fire Marshal	177 Lake Street
Training/Safety	177 Lake Street





NASHUA FIRE RESCUE

FIRE CHIEF

BRIAN W. MORRISSEY

603-594-3651

Mission Statement

It is the mission of Nashua Fire Rescue to protect life, property, and safeguard the quality of our environment by providing effective emergency and support services related to fire suppression, emergency medical response, specialized rescues and hazardous materials mitigation.

Nashua Fire Rescue will take a pro-active role, in reducing the impact of such emergencies, by providing programs related to public education, risk reduction, fire, and injury prevention, community relations, disaster planning, and operational training.

All services provided will be delivered in the most efficient and effective manner to meet the needs of our internal and external customers.

Approved: Nashua Board of Fire Commissioners

General Information

The primary responsibilities of the Department include suppression and prevention of fires, pre-hospital emergency medical care, rescue of persons from vehicle, water or ice related emergencies. Department members routinely participate in fire suppression and emergency medical training also additional training is conducted in Homeland Security areas including technical and specialized equipment. Fire personnel participate in city wide interagency drills to assure the coordination of the various resources in times of emergency conditions.

Accomplishments

A new 2009 Pierce Arrow XT 1250 GPM Pumper was ordered for Engine 3. The new pumper will replace a 1995 unit that has been in service for over 14 years. The 1995 Engine will remain on the active roster as a reserve Pumper for continued use when conditions warrant.

A Ford F550 Foam Unit was ordered for service at the Airport Fire Station; this unit was purchased using funds available from the Souhegan Fire Mutual Aid Association. The foam tender will replace a 1981 former military surplus Oshkosh unit that had served the city since 1994.

Personnel Changes

During FY09 Fire Alarm Superintendent Robert Scire retired after 30 years of service and Firefighter Timothy Farrar resigned after 6 years of service to pursue other opportunities.

Municipal Government Report

[*] Permanent Assignment [T] Haz Mat Tech [D] Diver - Line up Capt., Lt., Engine Driver, Ladder or Tower Driver

Effective Date: 10-15-09

Nashua Fire Rescue - Department Roster

Chief Brian Morrissey				Assistant Chief Keith Anderson			
Deputy Chiefs							
Dep O'Brien Sr, Michael Group 1		T Dep Galipeau, Steven Group 2		T Dep Cronin, Daniel Group 3		Dep Allison, John Group 4	
Amherst Street Fire Station							
*TD	Lt Barrows, Robert	*D	Lt Proulx, Mark	*T	Capt Walker, George	TD	Lt Buxton, Steve
T	Lt Kirk, James		Lt Kass, Michael	TD	Lt Sassak, David	T	Lt Cote, Douglas
	Pvt Pimental, Manuel	T	Pvt Perault, Matthew	D	Pvt Flynn, Stephen	T	Pvt Wyman, Jessica
TD	Pvt Duclos, Michael		Pvt Lajoie, Peter		Pvt Fitz, Robert	TD	Pvt DuVarney, Michael
*T	Pvt Labrecque, Raymond	*D	Pvt Martinage, Scott	*	Pvt Makarawicz, Keith	*T	Pvt Soucy, Paul
	Pvt Scire, Robert M		Pvt Battistelli, Eric		Pvt Sewade, Shane		Pvt Wholey, Thomas
	Pvt Deslauriers, Donald L		Pvt Marquis, Timothy		Pvt Rioux, Chad		Pvt Campbell, William
	Pvt Douzanis, Andrew		Pvt DeRusha, Joseph		Pvt Poloski, Jared	D	Pvt Phillips, Steve
Training / Safety							
T	Lt Carrigan, Scott	T	Lt. Allison, Jeffrey	D	Lt Haynes, Mark	T	Lt Wholey, Mark
Lake Street Community Fire Station							
*TD	Capt MacDonald, Glen	*T	Lt Wyatt, Richard	T	Lt Soucy, Timothy	TD	Lt Bartlett, Russell
TD	Lt Perault, Thomas	T	Lt Breda, Byron	T	Lt Lingley, Thomas	T	Lt Perault, David
T	Pvt Shea, William	TD	Pvt Oleksak, William		Pvt Rapaglia, Mark		Pvt Worcester, Gerald
	Pvt Wilkins, Richard	T	Pvt Douzanis, James	D	Pvt LaFleur, Michael	T	Pvt Koser, Ronald
*T	Pvt Cote, Stephen	*T	Pvt Labrecque, Kyle	TD	Pvt Harrington, Brian	*TD	Pvt Bollengier, James
T	Pvt Anderson Jr., Keith	TD	Pvt Armstrong, Nathan	*T	Pvt McAllister, John	T	Pvt Anderson, Wayne
TD	Pvt Telgen, Glen	TD	Pvt Hebert, Cyrus	TD	Pvt Robert, David	T	Pvt Desjaddon, Darren
T	Pvt Curran, Michael	TD	Pvt Tapply, Mark	TD	Pvt Nelson, Patrick	D	Pvt Silva, Scott
Spitbrook Road Fire Station							
T	Lt Ricard, Ronald	*TD	Lt Crowell, Richard	TD	Capt Gerhard, Karl	T	Lt Bianchi, Robert
TD	Lt Tremblay, Eric	T	Lt Kolden, Erik		Lt Murtagh, Gary	TD	Lt Parzych, Matthew
D	Pvt Paris, John		Pvt Flagler, Alex		Pvt Deslauriers, Judith		Pvt Carter, Mark
	Pvt Saunders, Troy		Pvt Petrain, Timothy		Pvt Mitchell, Joseph		Pvt Parlon, Lawrence
	Pvt DeRubbio, Anthony	*T	Pvt Hall, Roger		Pvt Stepney, Nicholas	*D	Pvt Conway, Stephen
	Pvt Young, Thomas	D	Pvt Dionne, Nicholas		Pvt Maeder, Brian		Pvt Rapsis, Douglas
	Pvt Curran, Jonathan		Pvt Lanzara, Thomas		Pvt Meyer, Richard		Pvt House, Brian
	Pvt Drugan, Greg		Pvt Anderson, Brett		Pvt Keohane, Timothy		Pvt Ellia, Matthew
East Hollis Street Fire Station [Crown Hill]							
*T	Lt Conway, Richard	*T	Lt Wilson, Gordon	T	Lt Teague, Daniel	*T	Capt Rhodes, Brian
TD	Pvt Dias, Christopher		Pvt Maynard, Timothy		Pvt Lamb, Gary	T	Pvt Collishaw, Peter
*TD	Pvt Frazier, John	*	Pvt Chacos, Thomas J	*T	Pvt Belanger, Keith	*	Pvt Mobley, Scott
	Pvt Leighton, Ryan		Pvt. McInnis, Michael		FFOP Martineau, Andrew		Pvt Rioux, Justin
Pine Hill Road Fire Station [Airport]							
T	Capt Borneman, Alan	T	Lt Atkinson, William	TD	Lt Simard, Matthew	*TD	Lt Araujo, John
T	Pvt Quimby, Sage	T	Pvt Nielsen, Glenn	T	Pvt Varney, Jason	T	Pvt Farrar, Cory
*	Pvt Melchionne, Michael	D	Pvt Sice, Michael	*T	Pvt Doherty, Daniel	*	Pvt Patti, Anthony
	Pvt Lamb, James		Pvt O'Brien Jr, Michael		Pvt Open		Pvt Surette, Michael
Conant Road Fire Station							
*T	Lt Finnerty, Thomas	T	Capt. Kerrigan, Kevin		Lt Vermette, Mark	*T	Lt Bernier, Richard
	Pvt Bronson, Gregory	T	Pvt Sage, Ronald	T	Pvt Reed, Julian		Pvt Weeks, Todd
*	Pvt Cote, John	*	Pvt Johansson, Michael	*T	Pvt Pouliot, Adam	*	Pvt Henry, Steven
	Pvt Petrain, Anthony		Pvt Fitz, Shawn		Pvt Lambert, Jason		Pvt Keeler, Bradley
Support Services							
Exec. Admin. Asst. Earlene Davis				~~ Admin. Asst. II Anne-Marie Boucher			
Fire Marshal		Training/Safety Division		Mechanical		Fire Alarm/Communications	
FM Wood, Richard		[T] Supt Freire, Joseph		Supt Stepney, Thomas		Supt Adams, Craig	
Insp/Invest Brouillette, Charlene		Admin. Asst. II Dawn Roy		Asst Supt Pichette, Phillip		Rafferty, John Sullivan, Jennifer	
Insp/Invest Bautista, Cynthia				Mechanic Powell, David		Audette, Jeremy Carter, Kelly	
Admin. Asst. II Morse, Brenda						Cahill, Jennifer Murphy, Eric	
						Hill-Filteau, Sharyn	
						Govostes, Rebecca	

NASHUA FIRE RESCUE EVENTS SUMMARY



In the reporting period from July 1, 2008 thru June 30, 2009, the Nashua Fire Rescue logged 8,312 incidents. Of these, 289 incidents were fires.

Although all incidents are of great concern to our customers, notable incidents from a Fire Rescue prospective are the multiple alarms requiring additional resources to control. The past year saw an increase in fire fatalities.

- 2 Mt Pleasant St, July 9, 2008 early afternoon fire in a 2 ½ story wood frame building with smoke showing upon arrival, a working fire.
- Dive Team response to Merrimack, July 29, 2008 our dive team assisted the Merrimack Fire Department with locating a body.
- Dive Team response to Manchester, August 12, 2008 our dive team assisted the Manchester Fire Department in locating a diver that had gone missing.
- 103 Temple St, September 15, 2008 companies found a fire in a commercial/industrial building ventilation system.
- 23 Wilder St, September 24, 2008 arriving apparatus found smoke showing at a 2 ½ story wood frame building with a basement fire, companies quickly knocked down the fire. All utilities were shut down and the residents relocated by Red Cross.
- 33 Norton St, October 16, 2008 an early morning fire in a 2 story building, escalating to a 2nd alarm. All occupants were relocated due to extensive damage.
- 10 Blossom St, October 19, 2008 companies encounter a large fire in a multi family escalating to a 3rd alarm fire. Neighboring buildings were involved including 8 and 12 Blossom St.
- 7 Harvard St, October 24, 2008 a 2nd alarm fire in a 2 ½ story wood frame building. Numerous families displaced and extensive overhaul required.
- 66 Fairmount St, November 11, 2008 a repeated arson location companies found heavy fire in an abandoned commercial building.

- 44 Fotene St, November 12, 2008 companies arrive to find a mobile home fully involved. Fire conditions throughout force firefighters to an exterior attack. Upon extinguishment firefighters find one fatality within. Nashua Fire Marshal's office and New Hampshire Fire Marshal's office called to investigate.
- 10 Natick St, December 12, 2008 a 2nd alarm fire. Heavy smoke showing upon arrival, upon searching one fatality found within.
- 9 Stanley Ln, February 4, 2009 a 1 ½ story wood frame building with heavy fire showing upon arrival. Fire located in basement, working fire response.
- 56 Amherst St, February 5, 2009, an early evening 2 ½ story wood frame building with heavy fire showing throughout upon arrival. Fire progressed to 4th alarm recalling a platoon. Companies encountered severe cold and freezing hydrants.
- 126 Vine St, February 9, 2009, alarm received by master box with smoke showing from store front upon arrival. The 3 story wood frame building had a deep seated fire that progressed to a 5th alarm. Close proximity of exposures and water supply issues made firefighting difficult. Recalled two platoons to the fire.
- 8 Appletree Green, March 16, 2009 3rd alarm fire in a 2 ½ story single family. Upon arrival heavy fire throughout the building. Two residents injured and transported to local hospital.
- 68 Stillwater Drive, April 8, 2009 a 2nd alarm in a row of multi family units, fire showing upon arrival. Quick attack contained the fire to the building of origin.

In addition to the fire incidents the Nashua Fire Rescue also responded to:

- 510 Hazardous Material incidents
- 3,974 Rescue incidents

Incidents by Time and Day

	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THR</u>	<u>FRI</u>	<u>SAT</u>	<u>TOTALS</u>
1 AM	38	30	20	25	26	36	27	202
2 AM	24	13	18	23	24	37	14	153
3 AM	22	24	21	18	13	27	28	153
4 AM	22	19	20	15	24	25	19	144
5 AM	22	16	13	16	16	29	22	134
6 AM	27	32	32	23	22	46	21	203
7 AM	44	44	38	35	33	44	26	264
8 AM	23	40	61	43	36	63	40	306
9 AM	47	68	56	53	54	71	46	395
10 AM	55	79	75	41	50	66	52	418
11 AM	59	66	62	66	61	70	70	454
12 PM	49	50	54	50	66	81	65	415
1 PM	68	70	69	62	56	62	83	470
2 PM	67	74	76	70	70	91	87	535
3 PM	86	116	80	76	78	106	103	645
4 PM	83	73	75	70	72	93	92	558
5 PM	66	71	75	65	49	87	70	483
6 PM	56	60	69	60	57	78	93	473
7 PM	58	51	57	61	64	67	66	424
8 PM	48	49	61	46	66	60	65	395
9 PM	42	48	41	42	49	42	58	322
10 PM	44	46	23	40	57	53	51	314
11 PM	28	26	28	37	49	44	36	248
12 AM	32	20	29	16	35	40	32	204
TOTALS	<u>1110</u>	<u>1185</u>	<u>1153</u>	<u>1053</u>	<u>1127</u>	<u>1418</u>	<u>1266</u>	<u>8312</u>
GRAND TOTAL: 8312								

Fire and Incident Type Breakdown

A: Structure Fires By Fixed Property Use	Number	Deaths	Injury	Dollar Loss
1. Private Dwellings (1 or 2 Family)	66	2	1	1900000
2. Apartments (3 or More Families)	73	0	3	2002260
3. Hotels and Motels	0	0	0	0
4. All Other Residential	2	0	0	3000
5. TOTAL RESIDENTIAL FIRES	141	2	4	3905260
6. Public Assembly	5	0	0	2500
7. Schools and Colleges	0	0	0	0
8. Health Care and Penal Institutions	2	0	0	1
9. Stores and Offices	6	0	0	0
10. Industry, Utility, Defense, Laboratories	3	0	0	55000
11. Storage in Structures	1	0	0	0
12. Other Structures	3	0	0	800
13. TOTAL STRUCTURE FIRES	161	2	4	3963561

B: Other Fires and Incidents	Number	Deaths	Injury	Dollar Loss
14a. Fires in Highway Vehicles	27	0	0	89900
14b. Fires in Other Vehicles	10	0	0	29600
15. Fires Outside of Structures With Value Involved	28	0	0	420
16. Fires Outside of Structures With No Value Involved	25	0	0	0
17. Fires in Rubbish	15	0	0	26525
18. All Other Fires	23	0	0	37450
19. TOTALS FOR ALL FIRES	289	2	4	4147456
20. Rescue, Emergency Medical Responses	3974	0	0	76000
21. False Alarm Responses	1389	0	0	1000
22. Mutual Aid	0	0	0	0
23a. Hazmat Responses	213	0	0	0
23b. Other Hazardous Conditions	297	0	0	400
24. All Other Responses	2145	0	0	107500
25. TOTAL FOR ALL INCIDENTS	8307	2	4	4332356

False Alarm Responses

<u>Type of Call</u>	<u>Number</u>
1. Malicious, Mischievous Fall Call	113
2. System Malfunction	647
3. Unintentional	558
4. Other False Alarms	71

Intentionally Set Fires

<u>Type of Fire</u>	<u>Number</u>	<u>Deaths</u>	<u>Injury</u>	<u>Dollar Loss</u>
1. Structure Fires Intentionally Set	10	1	0	270200
2. Vehicle Fires Intentionally Set	1	0	0	0

Fire Fighter Injuries

Total Number of Fire Fighters Exposed to Infectious Diseases: 0
Total Number of Fire Fighters Exposed to Hazardous Conditions: 0
Total Number of Fire Fighters With Non-Fatal Injuries (Not Exposures): 7

Incident Type Category Breakdown

<u>Incident Type Category</u>	<u>Occurrences</u>	<u>Percentage</u>
[100-199] Fire/Explosion	294	3.5
[200-299] Overpressure Rupture	11	0.1
[300-399] Rescue Call	3974	47.8
[400-499] Hazardous Condition	510	6.1
[500-599] Service Call	939	11.3
[600-699] Good Intent Call	1159	13.9
[700-799] False Call	1389	16.7
[800-899] Severe Weather/Natural Disaster	16	0.2
[900-999] Special Type/Complaint	18	0.2
Undetermined	2	0.0
TOTAL	8312	100.0

FIRE ALARM COMMUNICATIONS

Superintendent Craig Adams
Senior Fire Dispatcher Clerk/Trainer Jeremy H Audette
Senior Fire Dispatcher John Rafferty
Senior Fire Dispatcher Jennifer Cahill
Senior Fire Dispatcher Jennifer Sullivan
Senior Fire Dispatcher Sharyn Hill
Senior Fire Dispatcher Kelly Marquis
Fire Dispatcher Eric Murphy
Fire Dispatcher Rebecca Govostes



The Fire Alarm and Communications division act to further the goals of the Nashua Fire Rescue and the agency's mission. The scope of Fire Alarm and Communications has only increased in recent years with advances in technology and responding to our many customers needs. The communications division is staffed by eight dispatchers, staffing two dispatchers on duty at all times 24 hours, 7 days a week. The communications division received over 7,611 911 calls from Concord and Laconia call centers. Overall 5% of all calls received by communications are for information such as directions, times of city events and other general queries. Communications dispatched a total of 8,312 incidents in which personnel responded.

The communications division handles all requests for services, emergency or non-emergent, dispatching Fire and Emergency Services. With advances in technology requests for services come in numerous ways from Enhanced 911, Municipal Fire Alarm boxes, Voice Over Internet Protocol [VOIP], Private Alarm monitoring companies and other agencies to name just a few. Dispatch has connectivity with responders providing preplan information, hazard alerts, past call activity, inspection and violation reports for every location in the city. Mobile Data Terminals provide shift commanders with real time status information in their own vehicles

The communications division is also responsible for the content of the Fire Departments web site, maintaining the 911 Master Street Address Guide and answering 911 Addressing and Location discrepancies. In conjunction with City of Nashua Assessing, Planning, Engineering departments' and Fire Marshal's office requests for new street names and addressing concerns are handled.

The Fire Alarm division provides inspection and review services in conjunction with the Nashua Fire Marshal's office. All building plans are inspected to comply with the National Fire Protection Agency and Americans with Disabilities Act. Fire Alarm also completes a final inspection for every fire alarm system in the city, this inspection includes each and every reporting and alerting device to be tested to ensure it is operating properly.

Fire Alarm is also tasked with maintaining and servicing the City of Nashua municipal cable plant. This cable plant includes Municipal Fire Alarm Cable, Computer and Data

networking cable and an expanding Fiber Optic Cable network. Technicians in the Fire Alarm division are the front line for troubleshooting network and computer problems, and triaging major problems and working with the City's IT department. The Fire Alarm division is also overseeing the expansion of the City's Fiber Optic Network in conjunction with the Nashua School Department and City IT Department.

The municipal Fire Alarm cable plant is over 131 miles in length, connecting 243 Street Fire Alarm Boxes and 588 Master Fire Alarm boxes contained within 21 separate circuits. Master Fire Alarm boxes are purchased by building owners and connect that location with direct reporting to Communications. This division also receives requests to move existing cables at the request of PSNH or Verizon. The municipal Fire Alarm system is required to be tested and portions are tested each week until all circuits have been tested.

The computer and data networking cable plant stretches over 130 miles connecting to practically every municipal building in the City. This cable plant is the backbone of a data network that is currently being expanded to include Fiber Optic Cable. This cable plant is also used by the traffic department for signaling.

Fire Alarm headquarters at 38 Lake St also houses the City's Radio Technician. Fire Alarm provides assistance to this department to maintain and monitor the City of Nashua's citywide radio system. Fire alarm technicians test and prepare a constant rotation of portable radio batteries for all Fire department responders. Communications houses the MOSCAD monitor a computer system that links all sites of the citywide radio system and reports any faults or equipment issues. The IMC mobile data terminals operate over VHF radio frequencies and Fire Alarm was responsible to prepare and obtain FCC licensing for mobiles and Base Station. The alarm division helped to deploy the Statewide Interoperability radio system with neighboring communities from Department of Homeland Security grants.

The Fire Alarm division works extensively with outside vendors as project manager and the supervising entity for city projects. Some of these projects include overseeing Fiber Optic installation, telephone system installations and transition from other sites and overseeing HVAC work in stations.

The past year saw a transition within the division with the retirement of Superintendent Robert Scire in March. Craig Adams took over as Superintendent at the end of July and is currently working with the administration to fill the Assistant Superintendent position.

Fire Alarm Communications:

- 8,312 – 911 Calls received
- 7,705 – Dispatched Fire Incidents
- 23,233 – Calls for service
- 4,169 – Additional Rockingham Ambulance Incidents w/o Fire Department response
- Monitors 35 Active radio channels 24 hours a day
- Monitors Citywide Radio System infrastructure

Fire Alarm Municipal Cable Plant:

- Over 131 miles
- 243 Street Fire Alarm Boxes
- 588 Master Fire Alarm Boxes
- 21 Separate circuits
- Connected to Communication providing real time alarm reporting

City of Nashua Data Networking Cable Plant:

- Over 130 Miles
- Connecting all municipal buildings to IT using existing cable plant as backbone
- Traffic signaling
- Expanding Fiber Optic infrastructure

Respectfully Submitted,

*Craig Adams
Superintendent of Fire Alarm
Nashua Fire Rescue*

*Jeremy H Audette
Dispatcher Clerk Trainer
Nashua Fire Rescue*

FIRE MARSHAL

Richard Wood, Fire Marshal
Charlene Brouillette, Investigator/Inspector
Cynthia Bautista, Investigator/Inspector
Brenda Morse, Administrative Assistant

The Fire Marshal's Office function is to support the Mission of Nashua Fire Rescue through innovative, effective, and efficient Community Risk Reduction service. Most community problems, including fire and injury are multi-faceted and in many cases extend beyond the borders of the community.

As the "Keeper of Record" for all incident, inspection, and permitting reports, the Fire Marshal's Office was a front row participant in the operation, training, and administration of Nashua Fire Rescue's recordkeeping system. This system allows us to integrate our Dispatch, Inspection, Permits, and Incident Reporting system into the same database, which allows all personnel access to this valued information at the touch of a key. In addition, the implementation of Mobile Data terminals in the Fire Department Vehicles provides this data at the scene where it is needed the most. This system allows us to track information in a way that was not possible before, the results of which you will see below

Below we have broken our responsibilities into three basic functional areas. We hope you find the new format easier to use and understand. Thank you again for allowing us the opportunity to serve the citizens of Nashua

New Construction Review, Permits, Fire Inspection, and Code Enforcement

We continue to provide the community with Fire and Life Safety Code review of building projects, review and inspection of fire detection and protection systems, inspectional services, permitting, and code enforcement, which have traditionally been the backbone of the services we provide. These services require all Fire Marshal's Office uniform personnel to be highly trained in fire and building codes, fire protection engineering practices, hazardous materials handling and storage practices, and legal process. We believe the results of these proactive efforts are a major contributing factor to the relatively low incidence of major fires. We are proud to provide these services to the citizens and businesses of Nashua in an effective and efficient manner.

New Construction

159 Building Permit Applications Reviewed
38 Site Plan Reviews
190 Fire System Permits Reviewed
259 New Building Inspections Made

Inspections

410 Places of Assembly
52 Schools
22 Day Cares
60 Foster Homes
10 Health Care Facilities
96 Residential
33 Business Occupancies
25 Mercantile (Retail)
2 Industrial Plants
3 Storage Occupancies
235 Fire Protection Systems
125 Fire Hazards
252 Other Inspections

Permits & Fire Reports

190 Fire Protection Systems Permits
410 Places of Assembly
38 Storage of Hazardous Materials
5 Blasting
8 Abandon/Removal of U.G. Tanks
20 Underground Storage Tank Installation
10 Aboveground Storage Tank Installation
9 Fireworks
79 Shows (Carnivals, Circuses, etc.)
39 Fire Reports to Insurance Companies
12 Environmental Searches

\$85,682.56 – Income Received from Permits, Reports, Grants, etc.

Meetings

1080 Meetings Attended

Fire Investigation Unit

The Nashua Fire Marshal's Office provides fire Origin and Cause determination services for fires which occur in the City of Nashua. These services require all Fire Marshal's Office uniform personnel to be highly trained in determining the Origin (where) and the Cause (how) fires are ignited. This expertise requires skills in Criminal Justice, Fire Science, Human Relations, as well as frequent interaction with Law Enforcement, the Hillsborough County Attorney's Office, the Insurance Industry, and the Justice system.

Fire Investigations

24 Fires

106 Juvenile Firesetter Interventions

62 Other Investigations

Public Education/Injury Prevention

As a result of staffing reductions, we were forced to reevaluate our service delivery and pair down our Public Education/Injury Prevention programs. This resulted in the virtual abolishment of the Risk Watch Program, a comprehensive injury prevention program for youth. This program had been delivered in public and private 4th grade classrooms throughout the city. This program was delivered primarily with volunteer support from the Nashua Firefighters Union

Grant monies have allowed us to continue to provide limited public education/injury programming. Our Regional Juvenile Fire Intervention Program continues to receive glowing reviews from other participating agencies and program attendees. We continue to use our robotic dog and fire truck, Patches and Pumper, as well as Sparky the Fire Dog as valuable public education tools. Patches and Pumper have been enormously popular with both children and adults.

In January 2005 we added a safety-training trailer to our stable of public education props. The trailer is a replica of a single-family home with a living room, kitchen, and bedroom. We have the ability to simulate smoke conditions and other unsafe conditions found in the home to all age groups. This has greatly improved the quality and impact of our risk reduction programs.

We continue to work collaboratively with our Fire and Injury Prevention local partner communities to enhance the regional reach of our programming.

New Video Conferencing Technology and Risk Watch Programming

Nashua Fire Rescue and the Fire Marshal's Office are very excited about the addition of Video Conferencing solutions to our tool chest. This innovative use of technology will allow us to leverage our personnel time to return our Risk Watch Injury Prevention Program to the 4th grade school children in Nashua in FY09! Purchased through a Federal Fire Prevention and Safety Grant, this technology will allow us to utilize a single

person to deliver important Injury Prevention curriculum and messages to as many as 4 classrooms simultaneously! Once again, we are trying new and innovative ways to provide service in the most effective manner possible!

Regional Juvenile Fire Intervention Program

Our Regional Juvenile Fire Intervention Program is a collaborative effort between Nashua Fire Rescue, Nashua Police, The Youth Council, Milford Family Guidance, Fire Departments from seven surrounding communities, and others. The program serves youth who have been involved in fire misuse and other related problem behaviors. We consider our program to be the most comprehensive and one of the best currently offered in the State of NH

We have approached this as a Community problem not a Fire problem. Juvenile fire misuse impacts the entire community and knows no municipal boundaries. For these reasons, we work collectively with Amherst, Brookline, Hollis, Hudson, Milford, Merrimack, and Pelham to identify and provide a network of resources to connect youth and their families for proper intervention.

These programs have been provided with zero impact on our budget. We have been able to accomplish this as the result of a grant in the amount of \$10,000 from the Hillsborough County Incentive fund, volunteer labor, and cooperative agreements with other agencies and communities.

We encourage you to learn more about these programs by visiting our web site at <http://www.nashuafire.com>.

Fire Prevention Services for The Public

- 15 Talks Given
- 25 Press Releases for Fires
- 4 Public Education Meetings
- 10 Evacuation Planning
- 25 Evacuation Drills
- 35 Other – Fire Guard, Safety house, Patches, Public Education

Requests for Information

7200 Information Given

Respectfully submitted,

Richard W. Wood
Fire Marshal

MECHANICS DIVISION

Superintendent /Mechanic
Assistant Superintendent/Mechanic
Mechanic

Thomas Stepney
Phillip Pichette
David Powell

Introduction

The mechanical division consists of three mechanics, (1 superintendent and 2 mechanics). They are responsible for the repairs and preventative maintenance of all pieces of equipment for Nashua Fire Rescue.

Vehicles

Operations

8 Engines
4 Ladder trucks
2 Forestry Trucks
1 Ford Excursion – Deputy Chief
1 Crown Victoria - Chief
1 Ford Explorer – Assistant Chief

Fire Marshal's Office

1 Ford Crown Vic – Fire Marshal
1 Ford Explorer - Fire Inspector/Investigator
1 Ford Explorer - Fire Inspector/Investigator
1 Ford Van Field Investigative Unit
1 Safety Trailer Education Trailer

Fire Alarm

1 Ford Truck – Superintendent/ Assistant Superintendent
1 Bucket Truck
1 Cable Trailer

Building Maintenance

1 Chevy S10 Pick-up
1 Chevy Suburban

Mechanics Division

3 Ford Pick-Ups – Used by all in department for various duties and plowing & sanding
1 Air Unit
1 Air Trailer

Training/Safety & Special Operations Division

1 Ford Explorer – Superintendent	
1 Ford Expedition – Training Safety Officer	
1 Cube Van – Dive Equipment	2 Hazardous Materials Vehicles
1 Boat Trailer	1 Decon Trailer
2 Dive Boats	1 Below grade trailer

On a weekly basis the following is completed:

- Operational checks on 7 generators through out the department.
- Perform as needed any repairs on the apparatus.

On a three-month rotation the following is completed:

- All 8 Engines and 4 Ladder Trucks come through the mechanical division for preventative maintenance service. This requires 2 men, 6 to 8 hours per vehicle

to complete. The division also handles all repairs as needed, (motor overhauls, brakes, fuel pump repairs, aerial ladder hydraulics, etc.)

- Maintenance for 115 SCBA Units, (self contained breathing apparatus). This involves replacement of batteries, visual inspection. A yearly service test is performed along with any repairs as needed.

On a yearly basis:

- All vehicles come through for inspections and registrations.
- Yearly preventative maintenance is performed on all generators.
- All lawn & snow blowers are serviced.
- Rescue tools, (nozzles, hand tools, Jaws of Life, etc, chainsaws, etc.).

The Mechanical Division is also responsible to maintain and respond with the Air Unit Truck and Trailer to any fire or dive rescue to enable any repairs to equipment and to refill SCBA's for the firefighters.

During the winter months:

- Mechanical Division is responsible for the plowing and snow removal along with sanding 7 buildings throughout the city.

TRAINING

**Captain Training/Safety
Administrative Assistant II
Group 1 Training/Safety Lieutenant
Group 2 Training/Safety Lieutenant
Group 3 Training/Safety Lieutenant
Group 4 Training/Safety Lieutenant**

**Joseph Freire, Jr.
Dawn Roy
Scott Carrigan
Jeffrey Allison
Mark Haynes
Mark Wholey**

Overview

The Training/Safety Division is tasked with 3 primary missions:

- Coordination and delivery of skill maintenance, recertification, recruit, and new skills training for Operations personnel
- Coordination of the recruit hiring process
- Oversight of operational safety and accident investigation for Nashua Fire Rescue

The Training/Safety Division transitioned to a quarterly training objectives format in fiscal year 2009. The primary benefit of this transition was to provide company officers greater latitude with time and task management. The Division also began the process of moving from a paper based certification tracking system to the electronic capabilities of IMC. It is anticipated that all training records, including daily and quarterly objectives, will be recorded in the IMC system by the end of fiscal year 2010.

In-house resources were again utilized to ensure Department compliance with Federal NIMS ICS training requirements. Company Officers were trained to the 300 level in an effort to increase the department's incident management capabilities at large scale emergencies. In addition, the Division supported an outside vendor during the training of additional rescue divers. The Division also developed standardized curriculum for hazardous materials decontamination, dive/tender training, SCBA usage and emergency techniques, forcible entry, vehicle operations, and surface ice rescue. These programs will be delivered yearly to ensure that core skills are properly maintained.

During fiscal year 2009, the Training/Safety Division completed one in-house recruit training academy, in addition to maintaining a current recruit eligibility list. The recruit application process underwent considerable revision, in an effort to streamline information management throughout the process. During the course of the year, the Division ensured that all personnel met required recertification and Collective Bargaining agreement training requirements. These areas represented over 680 hours of classroom delivery, along with over 616 hours of field applications. Total training hours for all department members represent over 14000 man hours

Division personnel are also responsible for assisting Incident Commanders at emergency scenes. Our primary responsibilities revolve around supporting the command and safety functions. Division personnel also respond when NFR resources are being utilized at mutual aid scenes. The same command and safety function support is offered at these mutual aid emergencies. These functions are very dynamic, with scene conditions driving specific incident requirements. In addition to these emergency scene responsibilities, Division personnel also investigate reported department accidents/injuries in an effort to identify and eliminate preventable causes.

NFR Training Facilities

The training ground facility, located on West Hollis Street at the Four Hills Landfill, continued to see significant upgrades this year. Additional props were added to the conex burn container system. These props allow us to demonstrate fire growth and fire behavior, smoke and heat management, and hose stream usage. All live fire training occurs in this addition. The concrete structure continues to be used for smoke, search & rescue, and hose evolutions. All NFR fire companies, other city departments, and mutual aid fire departments utilize this facility on a regular basis. In addition to the burn building, roof ventilation simulators, a confined space rescue simulator, a drafting/pump test prop, and a variety of transportation containers are available for training purposes. There is also a secure storage facility at the training grounds.

The Training Division classroom, located at 177 Lake Street, has hosted training and meeting activities for the LEPC, regional fire service groups, and various technical committees. An Emergency Management/Emergency Operations Center training series was also hosted by NFR for local and regional LEPC members. In addition to scheduled in-house training events, the classroom facilities were used an additional 90 times during the year.

HUMAN RESOURCES DEPARTMENT

Human Resources Director
Deputy Manager, Human Resources
Employee Benefits Specialist I
Employee Benefits Assistant
Human Resources Analyst II
Human Resources Analyst I
Human Resources Generalist, P/T

Daniel Guerrette
Cheryl Bonanno
Matthew Morin
Bonnie Martin
Barbara Cote
Gary Diaz
Caroline Marsh

The mission of the Human Resources Department is to ensure that the standards of employment are applied in a fair and equitable manner to all employees and applicants in accordance with all applicable State and Federal laws and regulations. In addition, Human Resources provides comprehensive administrative support through personnel policies, professional development programs and general activities to all City departments consistent with organizational objectives as well as managing benefit programs.

The duties and responsibilities of Human Resources include, but are not limited to, recruitment, employee relations, labor relations, budgeting, forecasting, staff development, staffing analysis, job classification, performance evaluation, and the implementation of programs, which further enhance the services rendered to the City of Nashua and its citizens. One of the primary goals is to ensure that all policies and procedures governing employment are implemented in a fair and equitable manner. Human Resources also manages citywide benefit programs including health, life and dental insurance for approximately twenty nine hundred city and school department employees and approximately four hundred retirees.

Human Resources has continued to be active in the City's Negotiating efforts in collective bargaining with AFSCME (Public Works), the UAW Professional Unit, and the UAW Clerical/Technical Unit.

The on-going process of conducting an assessment of the Position Description Forms (PDFs) for citywide positions has continued. HR is continuing to ensure that all PDFs accurately reflect the duties and responsibilities of each position. The results of this effort have proven to be very beneficial to both city managers and HR in the classification, recruitment, and daily management processes.

Regarding recruitment, during this fiscal year 3,362 applications for employment were reviewed and processed by Human Resources. These applications for employment do not include those applications received by the Public Library, the Police Department for Uniformed/Sworn Police positions, and the Nashua School District. Human Resources posted a total of 103 job postings for the public, 92 job postings for employees and 161 persons were hired. The Human Resources website continues to experience a

phenomenal degree of interest in employment with the City. This approach to recruitment has not only enabled us to attract a much larger number of applicants but also provides a more experienced and diversified pool of candidates as well.

The total number of persons (excluding the School Department) employed as regular full-time or regular part-time employees by the City of Nashua as of June 30, 2009 was 802. The total number of positions funded for fiscal year 2009 on July 1, 2008 was 832.

HUNT BUILDING

The Hunt Building, designed by legendary architect and New Hampshire native Ralph Adams Cram, was built in 1903 to serve as Nashua's public library. The building was added to the National Register of Historic Places in 1971. In 2004, HDB/Cram and Ferguson – successor to Ralph Adams Cram's firm – completed a *Facility Master Plan* for the complete renovation and restoration of the Hunt that the Trustees are executing as funds become available.



In FY 2009 the Trustees approved a plan from the City's Engineering Department to address the building's surface water infiltration problem. The project was accepted by the Historic District Commission with work beginning in FY2010. The Hunt Building became a Downtown Level member of Great American Downtown (GAD) with an in-kind donation of its facilities for GAD meetings and events. The Hunt also donated two rentals: one to The Plus Company Auction, the other to the Nashua Symphony's Fanfare '09 in an effort to raise funds for both non-profit organizations.

The Trustees held several organizing meetings for volunteers interested in establishing the "Friends of the Hunt," a separate 501c3 charitable organization committed to planning events and raising funds for the Hunt, and efforts to create this support organization are underway.

As an historic architectural landmark, the Hunt is an essential component of our city's cultural renaissance. With that in mind, the Trustees received outside grants for programming over the last year for free concerts – including the Hunt Heritage Series

featuring a variety of ethnic performances – as well as lectures, hosting Santa at the Holiday Stroll, and regular participation as an Artwalk venue. In all, the Hunt hosted 74 public and private events, offering thousands in our community an opportunity to visit and enjoy the Hunt building.

The Hunt has developed a reputation as an elegant but affordable downtown venue for meetings, parties, and celebrations, with private rentals for events contributing \$4150 in income to the General Fund for the year. The Trustees purchased a new public address system and acquired a digital projector to better accommodate speakers, and the Hunt continues to be utilized for City of Nashua meetings and receptions.

The Hunt is a multi-use, multi-purpose facility and has 5,000 sq. ft. of unused space in addition to the rooms currently used for events and receptions. The Trustees are developing a long range plan to position the building in keeping with the Hunt family's bequest that the building serve "for the use of the public forever."

*Sincerely,
Hunt Building Board of Trustees*

NASHUA PUBLIC LIBRARY

BOARD of TRUSTEES

Arthur L. Barrett Jr., Chairman
David K. Pinsonneault, Secretary
Maurice L. Arel
Pauline Desautels
Linda Laflamme
Kathleen Veracco
Christopher Hodgdon

Director
Assistant Director

The Honorable Donnalee Lozeau,
President Ex-Officio

President of the Board of Aldermen
Steven A. Bolton, Trustee Ex-Officio

Joseph R. Dionne
Susan M. Deschenes

Our Vision

The Library is a forum for ideas and a source of information for the enrichment of the entire Nashua community.

Our Mission

The Library serves our community by providing access to resources for information, inspiration and enrichment.

Our Values

The Library—its Board of Trustees, staff and volunteers—is committed to the following values:

We value the library as a public forum: it is a community facility for open communication of ideas and information; its collection, displays, programs and services reflect an array of opinions and viewpoints.

We value the community by actively participating in it and endeavoring to enhance the quality of its life.

We value full and equal access to information, the building, its services and its programs.

We value the collection of and accessibility to information in up-to-date, existing and emerging formats: print, electronic, audio and video.

We value our customers by responding to them with equal, respectful, accurate and friendly service in a safe environment.

We value the many contributions we receive each year from Friends, volunteers and donors and we endeavor to respect the wishes of all who leave bequests.

We value reading and learning and promote both for all ages.

We value the privacy of our users by keeping their transactions strictly confidential.

Adopted by the Board of Trustees, October 2, 2007

Staff of the Nashua Public Library FY2008/2009

Administration

Joseph R. Dionne, Director
Susan M. Deschenes, Assistant Director
Donna M. Cardoza, Exec. Asst./Office Mgr.
Mary H. Greene, Admin. Asst./
Cost Accountant
Paul R. Lacroix, Library Technology
Technician

Community/Outreach Services

Carol L. Eyman, Librarian
Karen M. Egle-Gaber, Assistant Librarian

Children's

Kathy E. Bolton, Librarian
Susan M. Willmore, Assistant Librarian
Lindsey K. Jackson, Library Assistant
Heather J. Pfeifer, Library Assistant
Dawn R. Bateman, Library Page
Sonya K. Walcott, Library Page

Circulation

Loren H. Rosson, Librarian
Lea L. Touchette, Assistant Librarian
Dian M. Legerlotz, Library Assistant
Christina H. Lozeau, Library Assistant
John C. Milton, Library Assistant
Priscilla L. Cunningham, Library Assistant
Jane S. Hemmingsen, Library Assistant
Judith C. Bates, Library Assistant
Phillipe L. Collard, Library Assistant
Sean S. Hanjra, Library Page
Claire Black, Library Page
Mary Bolton, Library Page
Chantal Y. Cruz, Library Page
Katherine M. Cortes, Library Page

Exhibits/Media Services

Bruce J. Marks, Coordinator

General Adult Services

Linda N. Taggart, Librarian
Marsha Auerbach, Reference Librarian
Judith S. Dominici, Reference Librarian
Kersten Matera, Reference Librarian
Alison R. Zaya, Reference Librarian
Julie M. Andrews, Library Assistant

Young Adult Services

Jenn Hosking, Librarian
Abby Wright, Library Page

Maintenance

Larry R. Case, Supervisor
Mark R. King, Janitor

Music/Art/Media

Charles E. Matthews, Librarian
Linda M. Walker, Assistant Librarian
Karen R. Beaver, Library Assistant
Steven E. Lowe, Library Assistant
Santhi V. Ramaswamy, Library Assistant
Dina A. Akel, Library Page
Michael E. Basta, Library Page
Carson A. Lund, Library Page

Security

William J. Allison, Security Guard
Roger V. Allen, Security Assistant

Technical Services

Margaret L. Gleeson, Librarian
Caroline Kutcher, Reference Librarian
Amanda Darah, Library Assistant
Angela C. Smith, Library Assistant
Holly A. Sullivan, Library Assistant

Nashua Public Library Trust Funds FY2008/2009

Fund Name	Market Value as of 7/1/08	Principal Increase/Decrease FY2009	Market Value as of 6/30/09
Avard	3,157.90	(343.36)	2,784.53
Bloomfield	411,500.83	(45,171.65)	366,329.18
Burbank	281,332.17	(30,882.65)	250,449.51
Chandler	319,542.98	(35,077.17)	284,465.81
Clancy	35,693.84	(3,918.22)	31,775.62
Constitution	4,198.99	(460.94)	3,738.06
Cramer	16,795.93	(1,843.74)	14,952.19
Fairfield	5,458.68	(599.22)	4,859.47
Harkaway	1,259.70	(138.28)	1,121.42
Harris	41,989.88	(4,609.35)	37,380.53
Hickey	8,397.99	(921.87)	7,476.11
Hunt	24,774.04	(2,719.52)	22,054.52
Hussey	37,370.99	(4,102.32)	33,268.67
Jacquith	1,259.70	(138.28)	1,121.42
Locke	122,610.46	(13,459.31)	109,151.15
Nesmith	28,579.69	(3,137.28)	25,442.41
Rose	13,645.77	(1,479.94)	12,147.84
Smith	10,077.57	(1,106.24)	8,971.33
Stearns	2,492,519.15	(273,611.11)	2,218,908.04
Zylonis	<u>391,596.67</u>	<u>(42,986.71)</u>	<u>348,609.96</u>
TOTALS	4,251,732.92	(466,725.15)	3,785,007.76

DIRECTOR'S REPORT

Thanks to all our patrons and staff for helping us to once again achieve the highest circulation in the library's history! Here's a review of the year department by department.

Children's Department

The Children's Department has concluded another busy year with dramatic increases in circulation, programming, and attendance. We have also experienced changes in the Children's Room staff. Assistant Librarian Sheila Dudman retired on December 19, 2008, after nearly 30 years of dedicated service to the Nashua Public Library. Library Assistant Susan Willmore was promoted to the assistant librarian position. Page Heather Pfeifer was promoted to take Susan's place in April 2009 to bring the Children's Department team back to four full-time employees.

Circulation of children's materials saw an increase of 6 percent this fiscal year, rising from 207,683 items in FY2008 to 220,849 items in FY2009. We have been actively weeding our collection and letting the light shine on bright, new, popular purchases in both fiction and nonfiction. Consequently, they are really moving out the door!

Our most significant increases this past year were seen in our programming statistics. We offered 25 percent more programs, including storytimes (258), puppet shows (343), craft classes (44), summer and vacation week programs (60), and trips in and out to Nashua preschool, kindergarten and elementary school classes (127). We provided a total of 996 programs with attendance of 41,032 children and families! Our attendance skyrocketed an amazing 14 percent in the past year. The popularity of our Babies and Books program alone required us to add another 0 to 12-month program at noon each Thursday, for a total of four Babies and Books storytimes each week of the year.



Three hundred children participated in Summer Reading 2008. The fifth annual Nashua Goes Back to School event, held each year in August, saw 1,279 students and their families pass through the Children's Room to visit principals from Nashua public and parochial schools and receive bags of school supplies. Thirty city agencies set up tables on the library plaza and gave away additional supplies. Nearly 1,200 people filtered through the Children's Room on the evening of the Downtown Holiday Stroll in November 2008 to see live performances in front of our puppet theater. A tribute to the architects and forward-thinking administrators in the early 1970s for providing Nashua with a Children's Room larger than many entire libraries!

Young Adult Services

Young Adult Services was developed into its own department with the addition of a part-time page and a full-time supervisor. This allowed for an increase in programs offered to 67, serving 769 teens. The program expansion included a second Teen Advisory Group specifically for middle-school students as well as Read and Rant, a high-school-age book-discussion group. The teen summer reading program, Teens Go Green @ Your Library, was a great success, boasting a 60 percent increase in participants and raising \$160 for charity.

The department continued to focus on outreach by educating 2,728 students and staff at local middle and high schools about the library's programs and services for teens, a 76 percent increase from the previous year. During the 50 visits to schools, 820 students in grades 6 to 12 were issued library cards.

Circulation of the young-adult collection increased 23 percent, continuing to be one of the highest-growth areas in the library. This success was due partially to the addition of Wii video games to the collection, which previously contained only the PlayStation2 format. The Friends of the Nashua Public Library, recognizing the interests of the community, provided funding to initiate the Wii collection.



Circulation Department

The library's total circulation increased by 8 percent, amounting to almost 60,000 more checkouts over the previous fiscal year, for a total of 810,573, or on average 2,427 checkouts per day. The number of people visiting the library increased by 4 percent, about 17,000 more visits, for a total of approximately 401,000, or on average 1,350 visits per weekday, 950 visits per Saturday, and 550 visits per Sunday. More than 54,000 requests were processed, on average 162 per day.



Many book displays were featured, including the ongoing "books-to-films" display, which continues to be the most popular. Others include recently deceased authors, author anniversaries, special current events, seasonal themes, and ethnic displays.

The Circulation Department continued promoting the self-checkout terminals, which allow customers to check out material to themselves, provided they have no outstanding fines or fees on their accounts. The total

number of checkouts from the self-check computers at the circulation desk and in the Children's Room comprised 7 percent of annual circulation, for a total of more than 56,000 checkouts.

Community Services

The most popular adult programs of the year continued to be concerts, followed by a presentation by Ken Gloss of Boston's Brattle Bookshop, *Treasures in Your Attic: Old and Rare Books*, and Dr. Ruth Nemzoff's program, *Don't Bite Your Tongue*, a psychologist's advice on communicating with one's adult children.

The year's Nashua Reads: One City, One Book selection, *The Tortilla Curtain* by T.C. Boyle, proved popular. Related programs on immigration featuring *New York Times* reporter Julia Preston were well-attended.

The Zylonis Fund sponsored a one-man play about a Lithuanian immigrant, *Notes From the Motherland* starring New York City actor Paul Rajeckas, a Lithuanian cooking class and a bimonthly Lithuanian conversation group.

At the request of library customers, a weekly Italian conversation group was created. The library's Spanish conversation group continues to meet weekly, and outside groups meet to speak French and Chinese at the library as well.

Outreach to Spanish-speaking customers continued. In FY2009 two native Spanish-speaking pages served customers in the circulation department, a brochure about library resources for Spanish-speaking customers was published and the children's and teens' summer flyers were published in Spanish as well as English.

While most customers continue to learn about library programs through the newspapers and printed flyers, a significant number rely on our email events newsletters for this information. At the end of the year, subscriptions to these publications topped 9,700. In addition, the library opened a Twitter account. Tweets are fed onto the NPL home page, allowing dissemination of up-to-the-minute news and information to the public.



The library continues to fulfill a strong community need for meeting rooms for nonprofit groups, with 178 different community groups holding 1,052 meetings in the building this year.

Outreach Services

At the end of the year, the Outreach Services van served 195 individual customers plus 37 classrooms at 26 schools. Stops include private homes, senior citizen residences, nursing homes, assisted living facilities, day care centers, preschools, and private

elementary schools. Outreach services circulation grew 2 percent in FY2009, constituting 6 percent of total circulation.

In addition to books, magazines, and CDs, most of the library's film collection is now available to outreach customers as well.

Music, Art and Media

Media circulation continued to increase. Downloadable audiobooks increased in circulation 34 percent over last year, while CD audiobooks were up 8 percent and music CDs up 9 percent over the same period. DVD circulation continued to top Music, Art and Media (MAM) statistics, with over 8,000 available titles resulting in 182,619 circulations for FY2009.

Circulation of video and audiocassettes continued to decline but still represented over 48,000 items circulated in FY2009, with selected donated titles added to maintain and augment our children's and popular video collections. We acquired fewer cassette audiobooks while adding more CD audiobooks to meet the change in format demand. While many of our customers still rely on audio- and videocassette players, we expect to gradually phase out these collections as customer demand fades.

With increasing demand for media material, the library implemented a third self-checkout station in MAM. This stand-alone station includes an automatic "detacher" that, when activated during checkout, allows customers to open the security case containing the media item they wish to borrow. The "Joe D. Self-Check Station" is located opposite the MAM circulation desk and supplements our two staffed circulation desks.

MAM implemented two important improvements to the visual media collection during FY2009. First, content labels were applied to all videotape and DVD spines (except for Children's, Family and Documentaries) to assist borrowers in selecting suitable material for themselves and their families. These labels highlight the often difficult-to-locate Motion Picture Association of America (MPAA) rating. In addition we assigned "acceptable" and "mature content" labels to films without an MPAA rating. Second, new Borrower Type categories were created for visual media for children and teens, allowing parents and guardians to restrict access to PG-13 and above titles for their children, and R and above titles for teens.

Our web-based museum pass system, which allows customers to book passes from home, continues to be successful. Pass circulation was up 35 percent for FY2009, and we now have over 5,000 borrowers registered in our museum-pass system. The Friends of the Nashua Public Library continue to generously fund two passes to the New England Aquarium, our most popular venue. We currently offer passes to 14 different venues in New Hampshire and Massachusetts.

General Adult Services

Responding to a notable increase in job seekers this past year, the General Adult Services Department developed a career center. The center provides easy access to books on all aspects of the job search, including resumes, cover letters, interviewing, and more. It also offers handouts on job-search websites and databases available on the Adult Services computers, including a new career database called Career Library.

We also saw an upswing in people attending the free computer classes. This year, General Adult Services reference librarians trained 1,084 people, a 4.8 percent increase over the previous year. Among the offerings this year was a redesigned class on Microsoft Access.

The staff continued to offer library tours to classes from the Adult Learning Center, and gave talks on genealogy resources to Cub Scouts and other local groups.

Research-only hours for the Hunt Room were doubled this year, providing greater access to the library's genealogy and local history collection. One addition to the collection was *The Nashua Experience: A Three-Decade Upgrade, 1978-2008*. The new book, published in January 2009, covers the history of Nashua for the thirty years from 1978 to 2008. Reference Librarian Alison Zaya, General Adult Services Supervisor



Linda Taggart, and Outreach and Community Services Coordinator Carol Eyman promoted the book through book signings at the library and at Barnes and Noble, as well as a presentation at the New Hampshire Library Association's spring conference. The book was written by Zaya, Taggart and former NPL librarian Steven Butzel, and edited by Carol Eyman. Media Services Coordinator Bruce Marks designed the book jacket.

Our interlibrary loan service expanded this year. We began borrowing nonfiction DVDs from other New Hampshire libraries for our patrons, and we now lend our nonfiction DVDs to other libraries. Overall, we lent 2,204 items, a 26 percent increase over last year. We requested 1,836 items for Nashua Public Library cardholders, an increase of 27 percent.

In July 2008, Julie Andrews was promoted to full-time library assistant. She has been leading the library's Web team in revitalizing our web site. In March 2009, we welcomed Kersten Matera as a full-time reference librarian. Kersten has taken charge of NPL's collection of state government documents.

Technical Services

In the summer of 2008, Assistant Librarian Gloria Maduzia and Library Assistant Helen Bonenfant retired. To take their places, Caroline Kutcher was appointed reference librarian and Angela Smith was hired as a library assistant in Technical Services.

Amanda Archambault was also promoted from library page to library assistant. As part of these changes, staff in the department have been cross-trained in many different Technical Services functions, filling in for each other as needed.

The department also started to change the way it labels the spines of fiction, adding the author's name; and biographies, using the name of the subject and three letters of the author's name, to help customers find these books more easily.

Technology

Use of Tutor.com's Live Homework Help service by Nashua Public Library customers skyrocketed, increasing 76 percent, from 216 sessions per month during the previous school year to 380 this year. Tutor.com added assistance for grades K to 3 and adult learners to the service this year, but high-school juniors were the heaviest users, and physics and calculus the subjects students most often sought help with.

The library purchased 12 new PCs to maintain its network in good working order. The library also connected to the city's fiber optic Internet connection, increasing our bandwidth more than tenfold. This has greatly increased customer satisfaction.

Friends of the Library

The Friends of the Nashua Public Library group acts as an advocate for NPL by raising money and supporting the library through volunteering and championing the library's work. In FY2009 the group had approximately 100 members, whose work included funding museum passes, concerts, and movie rights; purchasing toys and rugs for the Children's Room, and providing matching funds for the Gates Foundation grants to purchase additional computers.

Library Program Budget

FY2008/2009

	DESCRIPTION	FY2007/2008	FY2008/2009
6367	Administration	382,860	407,303
7301	Operations Support	110,070	114,170
7302	Book & Resource Selection	243,563	253,863
7303	Outreach Services	79,184	79,434
7306	Children's Services	178,843	179,279
7307	Circulation Services	299,281	302,854
7308	General Reference	237,847	249,211
7309	Music, Art and Media Services	206,181	215,777
7310	Technical Services/Cataloging	187,872	177,304
7311	General Ops./Plant Maintenance	85,600	92,570
7312	Utilities	140,624	138,825
7314	Young Adult Services	0	2,700
9999	Misc. Program: (contracted increases FY2008=\$52,882, FY2009=\$56,278)		109,160
TOTALS		2,151,925	2,322,450

Library Circulation Statistics

FY2008/2009

Adult

Fiction	130,019
Nonfiction	86,207
Magazines	18,349
Total	234,575

Teen

Fiction	14,288
Nonfiction	2,996
Magazines	611
Media	1,991
Total	19,886

Children's

Fiction	172,118
Nonfiction	42,153
Magazines	317
Media	4,854
Puppets	1,407
Total	220,849

Adult Media

VHS	42,915
Audiocassettes	5,071
DVD	182,619
CD Music	31,884
CD Audiobooks	17,081
Downloadable Audio	6,410
Art Prints	23
Equipment	8
Museum Passes	1,841
Total	287,832

Outreach **47,431**

TOTAL CIRCULATION **810,573**

8 percent
increase over
FY2007/2008

NASHUA POLICE DEPARTMENT



POLICE COMMISSIONERS

Thomas A. Maffee, Chairman
Thomas J. Pappas, Clerk
William H. Barry III,

CHIEF OF POLICE

Donald F. Conley

DEPUTY CHIEF, UNIFORM OPERATIONS

John Seusing

DEPUTY CHIEF, OPERATIONS

Peter J. Theriault

MISSION STATEMENT

The Nashua Police Department strives to improve the quality of life in our community and to protect people and property in partnership with the citizens of Nashua.

FACILITIES

The Department facility is comprised of one headquarters building and three (3) Community Policing Centers scattered throughout the City of Nashua.

Railroad Square Comm. Policing Center	594-3543
Maplewood Community Policing Center	891-2069
Pine Street Training Facility	
Riverside Drive Storage Facility	



Photo by Leslie O'Shaughnessy Studios

MUTUAL AID DEPARTMENTS

The Nashua Police Department has in effect current written Mutual Assistance Agreements with the following area police departments:



Photos by Leslie O'Shaughnessy Studios

Rochester NH, Police Department
 Brookline, NH, Police Department
 Hollis, NH, Police Department
 Hudson, NH, Police Department
 Litchfield, NH, Police Department
 Merrimack, NH, Police Department
 Milford, NH Police Department
 Pelham, NH, Police Department
 Tyngsboro, MA, Police Department



DETAILED AUTHORIZED STRENGTH

Department Members	Commission Authorized	Budget	Actual	Budgeted Positions
Sworn				
Chief of Police	1	1	1	0
Deputy Chief of Police	2	2	2	0
Captain	7	7	7	0
Lieutenant	9	9	9	0
Sergeant	23	23	23	0
Total Supervisors -Sworn	42	42	42	0
Patrolman, 2nd, 1st	135	133	128	5
Total Officers -Sworn	135	133	128	5
Prisoner Transport Officers P/T	2	2	2	0
Total P/T Officers-Sworn	2	2	2	0
Total Sworn Officer/Supv/Grant	179	177	172	5
Non-Sworn Members				
Animal Control Officer	1	1	1	0
Parking Enforcement Specialist II	4	4	3	1
Parking Enf. Specialist II / P/T	1	1	1	0
Total Non-Sworn Members	6	6	5	1
Merit Employees				
Business Manager	1	1	1	0
Administrative Project Specialist	1	1	1	0
Executive Admininstrative Assistant	1	0	0	0
File Clerk P/T	1	1	1	0
Total Merit Employees	4	3	3	0

UAW				
Building Maintenance Supervisor	1	1	1	0
Fleet Maintenance Supervisor	1	1	1	0
Records Manager	1	1	1	0
Community Policing Coordinator/EM	1	1	1	0
Domestic Violence Advocate (VAWA Grant)	1	1	1	0
Police Attorney P/T	1	1	1	0
Police Attorney F/T	1	1	1	0
IT System Support Specialist	1	1	1	0
Business Coordinator	1	1	1	0
IT Manager/Network Administrator	1	1	1	0
NPD Computer Software Specialist	1	1	1	0
Communications Syst Engineer/Technician	1	1	1	0
Radio Systems Manager P/T	1	1	1	0
Total UAW Employees	13	13	13	0
Teamster				
Custodian I	0	0	0	0
Custodian II	3	2	2	0
Custodian III	1	1	1	0
Fleet Maint. Assistant Supervisor	1	1	1	0
Auto Mechanic - 1st Class	0	0	0	0
Auto Mechanic - 2nd Class	2	2	2	0
Records Technician I	5	4	4	0
Records Technician II	2	2	2	0
Account Clerk III	3	3	2	1
Secretary III	4	4	4	0
Legal Secretary	1	1	1	0
DV Secretary	1	1	1	0
Secretary V	4	4	4	0
Paralegal	1	1	1	0
Crime Analyst	1	1	1	0
Accreditation Manager P/T	1	1	1	0
Detention Specialist F/T	1	1	1	0
Detention Specialist P/T	2	1	1	0
Outside Detail Specialist P/T	1	1	1	0
Total Teamster	34	31	30	1
Total Non-Sworn, Merit, UAW, Teamster	57	53	51	2

Civilian CT / Dispatch				
Dispatcher - Probationary	12	6	0	2
Dispatcher		0	3	
Dispatcher - Shift Leader		0	1	
Total Dispatch	12	6	4	2
Comm. Tech. - Probationary	12	11	0	2
Comm. Tech. I		0	9	
Comm. Tech. II		0	0	
Total CT	12	11	9	2
Total CT / Dispatch	24	17	13	4
Total Civilian Positions Combined	81	70	64	6
Grand Total	260	247	236	11

GOALS AND OBJECTIVES FOR 2009

- **GOALS:** A goal is a general statement of accomplishment. It is non-specific and must be 1) result oriented; and 2) State what you want to accomplish (not how). These must be consistent with the mission statement.
- **OBJECTIVES:** Objectives are: 1) observable; 2) have a sense of reality; 3) are within your control; 4) are measurable. Contain action verbs.
- **ACTION PLANS:** Action Plans answer the questions: Who, What, How.

GOAL #1: TO ACHIEVE A SUCCESSFUL CALEA ON-SITE ASSESSMENT

Objectives:

- 1.1 Ensure compliance with all accreditation standards.
 - 1.1.1 Review all accreditation files for compliance.
 - 1.1.2 Conduct month briefings between command staff and accreditation manager for updates on accreditation status.
- 1.2 Attend March, 2009 CALEA Conference in Raleigh, North Carolina.
 - 1.2.1 Receive additional training and updated information regarding CALEA Assessment trends.
- 1.3 Complete an updated Workload Assessment of all Bureaus.
 - 1.3.1 Assess all bureaus with assistance of the Crime Analyst.

GOAL #2: MAINTAIN SWORN PERSONNEL AT MAXIMUM AUTHORIZED STRENGTH

Objectives:

- 2.1 Utilize the Internet for recruiting purposes
 - 2.1.1 Provide current recruiting information on the Nashua Police Department website and other targeted law enforcement employment websites.
- 2.2 Develop an eligibility list of candidates
 - 2.2.1 Test for police officers as necessary to allow us to have several candidates well into the hiring process held in reserve to fill positions in a shorter time frame as the positions become available.
- 2.3 Maintain relationships with area colleges
 - 2.3.1 Attend selected job fairs and career expositions at colleges with criminal justice programs. Include current personnel in attending job fairs at their former colleges.

GOAL #3: ENHANCE THE EFFECTIVENESS AND EFFICIENCY OF SEX OFFENDER MANAGEMENT

Objectives:

- 3.1 Establish a sworn position in the Youth Services Division who will be responsible for all activities regarding registering, monitoring, filing required reports and other duties involved in the Sex Offender Management Program.
 - 3.1.1 Continue to conduct regular routine compliance checks on city sex offenders to offer verification of residency, employment, etc. A target goal of four to six individual checks per week will be conducted.
 - 3.1.2 Establish a liaison with the Department of Safety Bureau of Sex Offender Management.
- 3.2 Increase registration compliance rate for the City by 5%.
 - 3.2.1 Increase and document random checks on sex offenders living in the city.
- 3.3 Maintain contact with Media Agencies regarding dissemination of sex offender information.
 - 3.3.1 Publicize the arrest of any sex offender found in violation of registration requirements.
 - 3.3.2 Publicize the enhancement of the sex offender program.

GOAL # 4: ENHANCE CRIME ANALYSIS CAPABILITIES

Objectives:

- 4.1 Develop a Microsoft Access database, which will be used to enhance the analysis of police data.
 - 4.1.1 IT will work with the records management system, IMC, to ensure proper open database connection between Access and IMC records, including all updates to IMC that may effect the connection
 - 4.1.2 IT and Crime Analysis will work together to develop the appropriate relational links of IMC tables imported into Access
 - 4.1.3 Crime Analysis will maintain the Access database and will develop queries, forms, and reports
 - 4.1.4 Crime Analysis will develop data cleaning queries and will disseminate findings to the Records Bureau for follow-up
 - 4.1.5 Crime Analysis will use the Access database to identify emerging crime patterns and trends. Analyses will focus on factors such as frequency of events, month, day, time, location patters, cluster of incidents, victim/offender characteristics, vehicle descriptions, method of operation, etc.
 - 4.1.6 Crime Analysis will disseminate regular analyses that is necessary for making strategic planning recommendations regarding manpower, deployment, resource allocation, crime prevention, crime suppression, aiding investigations, and increasing apprehensions. Recipients of analyses will include the chief, management personnel, the POP Unit, detectives, patrol, and the public.
- 4.2 IT and Crime Analysis will implement the mapping program, ArcView, which will be used to enhance the analyses of crime and disorder issues.
 - 4.2.1 IT will work with City Hall to develop and update all mapping files
 - 4.2.2 IT will be responsible for all ArcView maintenance and upgrades, including the Spatial Analyst Extension
 - 4.2.3 Crime Analysis will import data from Access into ArcView, analyze spatial relationships, support pattern and trend analyses, build maps, disseminate analyses to appropriate personnel, evaluate strategies implemented, and educate the public with visual information to clarify crime concerns.

DEPARTMENT GRANT ACTIVITIES



Photo by Leslie O'Shaughnessy Studios

The Department received in excess of \$811,000.00 in grants for law enforcement personnel, functions, and equipment. These funds allowed the Department to focus efforts in areas such as gang interdiction, violence against women, Police Athletic League, hazardous devices, traffic safety, Drug Task Force, and Homeland Security. These funds also assisted in providing additional traffic enforcement through the Click N Ticket program, Speed Enforcement & Equipment, Pedestrian Crossing, Red Light Running, DWI Hunter Patrols and Sobriety checkpoints.

The grants help to fund Community policing and Neighborhood Watch groups, Seatbelt Checks and Citizens academy. Grant money this year came from the 2009 Stimulus and Recovery Act as well as the usual Edward Byrne Justice Grant.

SPECIALIZED TEAM RESOURCES

Accident Reconstruction Unit

The function of the Accident Reconstruction Unit is to complete thorough investigations of automobile collisions that involve serious bodily injury, death, or other collisions involving unusual circumstances. The Unit reconstructed five (5) fatalities or other serious accidents during the year.

Animal Control Division

The Animal Control Division's responsibilities include assisting the public with animal-related problems or nuisance wildlife. The Nashua Police Department received One Thousand Three Hundred Forty One (1341) animal related calls during the Fiscal year which were handled by the Animal Control Officer and officers. The Animal Control officer reported One Hundred Thirty Nine (139) incidents issuing twelve violations for offenses.

Bicycle Unit

The Bicycle Patrol Unit shall be responsible for maintaining an ongoing awareness of the community's needs and attempt to build an atmosphere of mutual respect and trust between the community and the Department. Duties include enforcement of parking and traffic law regulations, selective enforcement patrols and surveys, traffic direction and control at vehicle accidents/fire scenes, crowd control, and may be used as a first responder to complaints that require immediate response where the Bicycle Unit's mobility is needed.

Canine Unit

The Canine Unit shall be responsible for performing general police duties in protecting life and property, enforcing State, Federal, and local ordinances, and to assist in all aspects of police work. The Unit may be required to track or locate missing persons, patrol high crime areas, assist patrol officers when conducting searches of buildings, detention & apprehension of criminals, and responding to serious or violent crimes in progress.



Ceremonial Unit

The Ceremonial Unit is responsible for representing the Nashua Police Department at formal occasions, such as City and State functions, Presidential details, and official funerals as assigned. The Ceremonial Unit participated in thirteen (13) events ranging from the NH Law Enforcement Memorial to parades to funerals.

Crisis Negotiation Unit

The function of the highly skilled Crisis Negotiation Unit is to intervene through negotiation with persons in crisis. The Unit is utilized for hostage incidents, barricaded subjects, high-risk suicide attempts, high risk warrants, mental health warrants, and conflict resolution. In addition, the Unit is the primary source for information and intelligence for tactical units and command officers in a critical incident. The primary function of the Unit is the peaceful resolution through negotiation of the critical incident. The Unit can also be utilized tactically to assist the SRT Unit if needed.

Crime Scene Unit

The Crime Scene Unit is equipped with a Crime Scene Van. This van contains all the equipment necessary for the processing of major crime scenes and is available as a command or transport vehicle in an emergency situation. In addition to lights & sirens, it is outfitted with Halogen lighting that can be utilized to illuminate a fairly large area.



Dive Team -Search and Recovery Unit

The Dive Team shall have the duty and responsibility of handling those instances where underwater search and recovery are required to cope with particularly crucial situations. Duties include performing search and recovery of stolen property and search and recovery of bodies. The Dive Team has been training and responding to incidents with Nashua Fire Rescue.

Domestic Violence Unit

Formed in 1997 in response to the recognition that Domestic Violence is a serious problem and is costing lives. The Domestic Violence Unit strives to assist victims of domestic violence get the assistance needed to stop the abuse. Our goal is to break the cycle of violence, by not only assisting the victims but also holding the offender accountable. This mission is being accomplished through patience and persistence. The Nashua Police Department's Domestic Violence Unit strives to work with and educate the victims, train the officers, and aggressively prosecute the offenders. The Unit's Victim/Witness Advocate takes the time to explain the court process to the victim and ensure that their questions and concerns are addressed. The Advocate maintains contact with the victim throughout the process and beyond. The police officers assigned to the Unit are responsible for ensuring that any and all evidence necessary for prosecution is obtained. The officers also conduct follow-up investigations involving matters related to Domestic Violence. Additionally the Domestic Violence Unit is responsible for training the members of the Nashua Police Department in matters surrounding Domestic, Sexual Violence and Stalking. The Domestic Violence Unit also gives presentations to outside organizations on these issues. These organizations include the citizen's police academy, civic organizations, schools and religious groups. In Fiscal Year 2009, the Nashua Police Department handled 1961 domestic complaints to include 1129 verbal domestics, 38 stalking and 13 sexual assaults. The Nashua Police department made 741 domestic related offenses arrests. There were 31 felonies and 602 misdemeanors domestic violence offenses. There were 86 misdemeanor stalking arrests along with 3 felonies. Sexual assault arrests included 9 felonies and 8 misdemeanors.

Forensic Artists

The Nashua Police Department has members trained in forensic artistry. Forensic art is a law enforcement artistic technique used in the identification, apprehension, or conviction of wanted persons. Though drawing skills are important parts of composite art, the real challenge is in the ability to interview and relate to a victim or witness. The purpose is to successfully gather, interpret and illustrate the information obtained from the victim's memory.





Hazardous Device Unit

The Hazardous Device Unit is responsible for maximum efficiency of operation and safety of persons concerned in all situations involving hazardous devices. Preservation of human life is of paramount concern to all public safety agencies and individuals for the safe disposal of explosive hazards. The Nashua Police Department Hazardous Device Unit is one of only two in the State of New Hampshire, the other being the NH State Police. Duties include collection and preservation

of evidence. The HDU works with other Departmental Units utilizing the bomb robot to locate, monitor, and contact dangerous and violent persons. During the fiscal year the Unit was utilized for four incidents. One incident was for a suspicious package at the Social Security Office. The other three incidents were handled under mutual aid agreements. Two incidents occurred in Rochester, NH and the other was in Milford, New Hampshire. The Unit added another certified Bomb Technician during the year after completion of training in Alabama.

Motorcycle Unit

The Motorcycle Unit shall be responsible for providing enforcement of motor vehicle violations, traffic direction and control at vehicle accidents/fire scenes, and crowd control. The Unit may be used as a first responder to complaints that require an immediate response where the Unit's mobility is needed.



Photo by Leslie O'Shaughnessy Studios

Polygraph Unit

The Nashua Police Department has members trained in polygraph science. Currently there are three (3) certified operators in the department.

Problem Oriented Policing Unit

The Problem Oriented Policing Unit (POP) is responsible for identifying problems within the community, along with determining and implementing the solution. The Unit is proactive and includes both plainclothes and uniformed assignments.

Photography Unit

The Nashua Police Department has members trained in crime scene photography.



Special Reaction Team

The Special Reaction Team is a unit made up of specially trained officers whose purpose is to handle instances when weaponry or other tactical skills are required to cope with: the capture, incapacitation, or elimination of a sniper; protection of VIPs; barricaded and/or armed fugitives; suppressing hostage situations and rescuing hostages; search and arrest warrants where armed resistance is



likely; and any other duties as assigned by the Chief of Police. The Special Reaction Team was called out Four (4) times during the fiscal year. The team also participated in a large scale Weapons of Mass Destruction exercise in October. This was the result of a grant obtained by the Nashua Police Department from the State of New Hampshire Department of Homeland Security.

Traffic Enforcement Unit

The purpose of the Traffic Enforcement Unit is to enhance traffic enforcement efforts by adopting a proactive policy with the implementation of a highly visible and motivated unit to facilitate the safe and lawful movement of vehicular and pedestrian traffic throughout the community. The Traffic Enforcement Unit is also assigned special enforcement locations based upon citizen complaints. The Traffic Enforcement has three officers permanently assigned to the unit. Two work during First shift and the other the second shift.



During the Fiscal Year 2009, the Traffic Enforcement Unit issued 816 traffic violations. The unit issued 3,399 motor vehicle warnings. The unit also had 37 arrests.

In addition to the Traffic Unit, the Nashua Police Department received State of New Hampshire grants for specific traffic enforcement programs. These programs included the Click N Ticket, Speed enforcement, Speed Equipment, Pedestrian Crossing, Red Light Running, DWI Hunter Patrols and Statewide Sobriety Checkpoints.

Recruitment

In Fiscal Year 2009, the Nashua Police Department obtained full complement of sworn personnel for the first time in numerous years. The Professional Standards Division implemented a new recruitment and testing procedure which allowed the department to test, background and hire officers more efficiently. During the fiscal year the department

hired nineteen (19) new officers. The Professional Standards Division has been able to continue testing of recruits to keep the department at full staff.

THE FOLLOWING STATISTICS WERE COMPILED BY THE DEPARTMENT'S CRIME ANALYST FOR THE 2008 CALENDAR YEAR AND CAN BE FOUND ON THE NASHUA POLICE DEPARTMENT WEB SITE.

	Year 2005	Year 2006	Year 2007	Normal Range	Year 2008	% Change from Average	% Change 2007 to 2008
NIBRS CATEGORIES							
PERSON CRIMES							
ASSAULT OFFENSES*	1,186	1,729	1,866	1300-1887	1,742	+9%	-7%
MURDER AND NONNEGLIGENT MANSLA	3	1	1	1-3	2	+20%	+100%
KIDNAPPING / ABDUCTION**	22	31	23	21-29	19	-25%	-17%
ROBBERY	29	53	58	34-59	49	+5%	-16%
SEX OFFENSES, FORCIBLE	116	136	126	118-134	114	-10%	-10%
SEX OFFENSES, NONFORCIBLE	49	167	65	41-146	45	-52%	-31%
Total Person Crimes	1,405	2,117	2,139	1546-2228	1,971	+4%	-8%
PROPERTY CRIMES							
ARSON	49	34	33	31-46	18	-53%	-45%
BURGLARY / BREAKING AND ENTERING	322	352	453	320-432	409	+9%	-10%
COUNTERFEITING / FORGERY	94	85	62	67-94	72	-10%	+16%
BAD CHECKS	12	6	15	7-15	10	-9%	-33%
DESTRUCTION / DAMAGE / VANDALISM	1,190	1,206	1,202	1193-1206	1,411	+18%	+17%
EMBEZZLEMENT	30	37	41	31-41	26	-28%	-37%
EXTORTION / BLACKMAIL	0	0	0	0-0	1	NA	NA
FRAUD OFFENSES	423	312	297	288-400	298	-13%	0%
LARCENY/THEFT OFFENSES	1,714	1,941	1,898	1753-1949	2,191	+18%	+15%
MOTOR VEHICLE THEFT	151	134	168	137-165	189	+25%	+13%
STOLEN PROPERTY OFFENSES	28	51	39	30-49	69	+75%	+77%
Total Property Crimes	4,013	4,158	4,208	4044-4209	4,694	+14%	+12%
CRIMES AGAINST SOCIETY							
DRUG/NARCOTIC OFFENSES	255	329	284	259-320	251	-13%	-12%
PORNOGRAPHY / OBSCENE MATERIAL	3	7	11	4-10	5	-29%	-55%
PROSTITUTION	6	13	8	6-12	1	-89%	-88%
WEAPON LAW VIOLATIONS	20	21	21	20-21	18	-13%	-14%
DISORDERLY CONDUCT	272	381	363	291-386	401	+18%	+10%
DRIVING UNDER THE INFLUENCE	285	234	190	198-275	245	+4%	+29%
FAMILY OFFENSES, NONVIOLENT	42	49	38	38-48	49	+14%	+29%
LIQUOR LAW VIOLATIONS	68	112	63	59-103	82	+1%	+30%
TRESPASS OF REAL PROPERTY	178	184	240	173-229	193	-4%	-20%
Total Crimes Against Society	1,129	1,330	1,218	1143-1308	1,245	+2%	+2%
OTHER CRIMES							
ALL OTHER OFFENSES	776	848	838	789-853	924	+13%	+10%
PEEPING TOM	1	0	0	0-1	0	-100%	NA
RUNAWAY	221	273	221	214-263	166	-30%	-25%
Totals	7,545	8,726	8,624	7601-8670	9,000	+11%	+4%

	Year 2005	Year 2006	Year 2007	Normal Range	Year 2008	Percent Change from Average to 2008	Percent Change From 2007 to 2008
CALLS FOR SERVICE	89,185	86,120	82,511	83,211-88,666	98,512	+15%	+19%
TOTAL ARRESTS	4,117	4,519	4,110	4,057-4,440	4,408	+4%	+7%
DWI ARRESTS	293	236	192	199-282	250	+4%	+30%
DRUG ARRESTS	272	331	312	280-330	296	-3%	-5%
JUVENILE ARRESTS	668	725	502	537-726	527	-17%	+5%
ACCIDENTS—ALL	4,387	3,888	4,001	3,878-4,306	3,667	-10%	-8%
ACCIDENTS REQUIR. STATE REPORT	2,334	2,338	2,126	2,167-2,365	1,840	-19%	-13%
TOTAL MOTOR VEHICLE STOPS	28,484	25,657	20,057	21,231-28,235	33,493	+35%	+67%
SUMMONS	5,028	3,776	3,061	3,142-4,768	4,389	+11%	43%
WRITTEN MOTOR VEHICLE WARNINGS	16,455	16,287	12,274	13,073-16,938	23,709	+58%	+93%
VERBAL MOTOR VEHICLE WARNINGS	3,693	2,312	2,012	1,940-3,404	2,743	+3%	+36%
Total Written & Verbal MV Warnings	20,148	18,599	14,286	15,197-20,158	26,452	+50%	+85%

DATA SOURCE

The data in this report was compiled using the Nashua Police Departments records management system called **Information Management Corporation (IMC)**. 2005 represents the first full year of data available.

DEFINITIONS

All Other Offenses = All other offenses represents all crimes which are not Group A offenses and not included in one of the specifically named Group B crime categories. Examples of 'All Other Offenses' include "Accessory Before/After the Fact", "Aiding and Abetting", "Conspiracy to Commit", "Facilitation of", "Solicitation to Commit", and "Threat to Commit". Generally, traffic offenses are excluded from this category except for "Hit and Run" and "Vehicular Manslaughter".

Average = The average is the mathematical mean of the years prior to the current one (2005 through 2007).

Calls for Service = Calls for service is the total number of calls self-initiated by officers or called into dispatch (911 calls).

Crimes = Crimes are the count of offenses reported to police during the given time period using the “Lesser Included” rule. The “Lesser Included” rule says that an offense that is an element of another offense should not be reported as having happened to the victim along with the other offense. For instance, if a victim was robbed, stabbed, and murdered, then the robbery and murder would be counted as two separate incidents. But the stabbing (assault) would not be counted separately because the assault is the assumed lesser crime that occurred during the murder. *(This category does not represent an unduplicated count of crime.)*

NIBRS = The National Incident Based Reporting System (NIBRS) is a redesign of the Uniform Crime Reporting (UCR) program by the Federal Bureau of Investigation (FBI) and collects more comprehensive data on each crime reported. The categories used in this report are those determined by the FBI.

Normal Range = Normal range is the length of the smallest interval to the largest interval. The Normal Range subtracts the standard deviation from the average to calculate the smallest interval and adds the standard deviation to the average to calculate the largest interval.

Percent Change From Average = This category measures the percent change (new minus old divided by old) from 2008 to the average of 2005-2007. The average is used in this calculation in an effort to minimize data errors, particularly with a new records management system, and establish an understanding of multiple years of data.

State-Required Accident Reports = State-required accident reported are those accidents that require a report written because an involved party sustained injury or the damage resulting from the accident was over \$1,000. Traffic accidents with no injury or with damage under \$1,000 do not require a State report and are not included in the “Accidents—Requiring State Report” counts.

Statistically Significant Increases or Decreases = Statistically significant increases or decreases are identified by the mathematical calculation called Z-score. The Z-score determines how many standard deviations the current year is from the average. Those Z-score values greater than 1.9 or less than -1.9 met the threshold of significance used in this report.



NASHUA POLICE DEPARTMENT
JULY 1, 2008 - JUNE 30, 2009
(FISCAL YEAR 2009)

SUMMARY

CALLS FOR SERVICE LOGGED

99,158
Increase of 8% from FY 2008

PERSONS ARRESTED

4,215
Was statistically the same as FY 2008

DWI ARRESTS

There were 251 persons charged with DWI
Increase of 15% from FY 2008

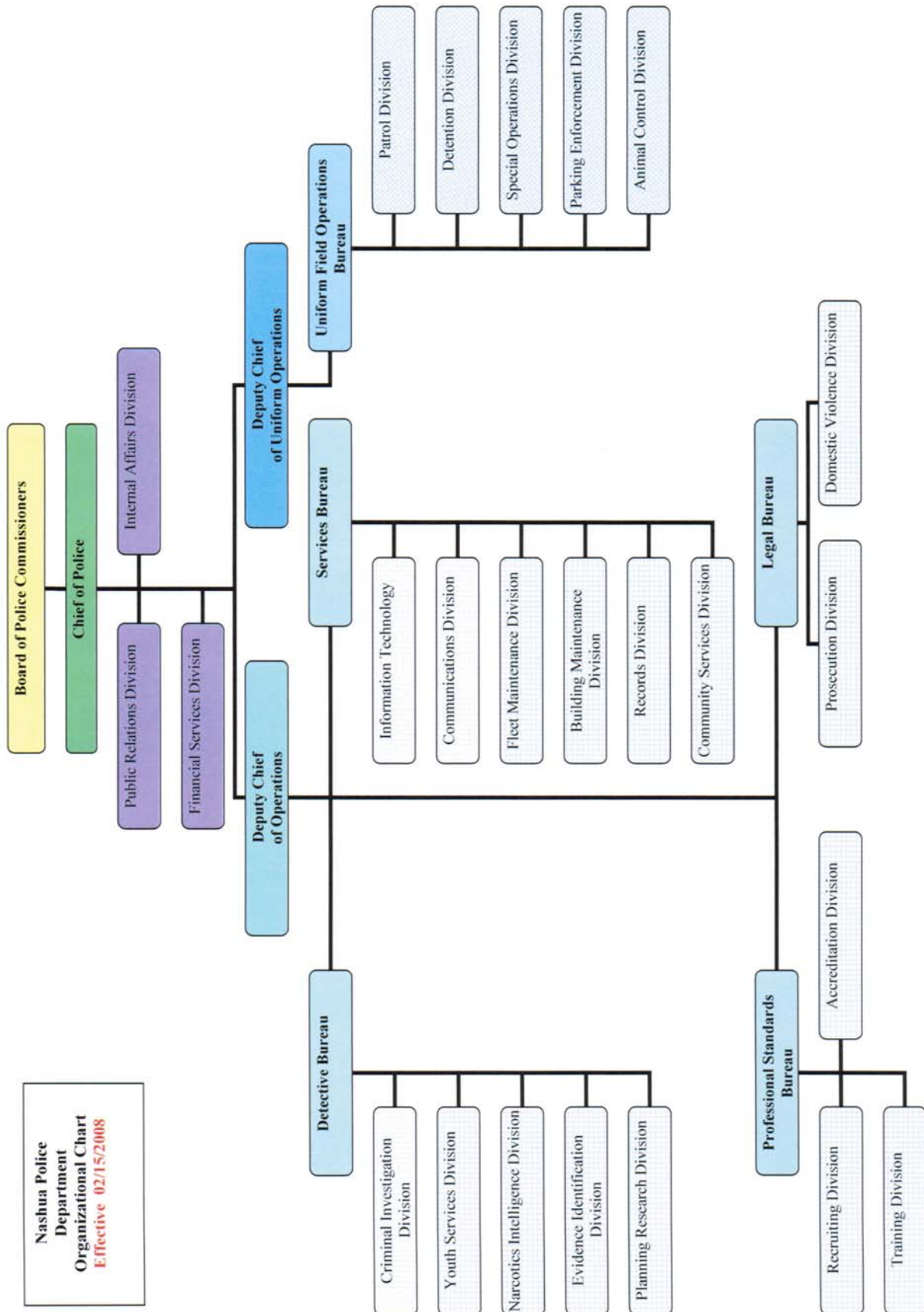
DRUG ARRESTS

There were 467 persons charged with Drug Offenses
Increase of 11% from FY 2008

TRAFFIC ACCIDENTS

Accident Calls dispatched; 3,660
Increase of 14% from FY 2008

State Accident reports; 1,786
Decrease in reportable accidents of 4% from FY 2008



DIVISION OF PUBLIC HEALTH AND COMMUNITY SERVICES

Mission and Vision

The Vision of the City of Nashua Division of Public Health and Community Services is to have an informed, safe, healthy and resilient community where all people can thrive and prosper.

The Mission of the City of Nashua Division of Public Health and Community Services is to promote, protect and preserve the health and well-being of the Greater Nashua Region through leadership and community collaboration.

Departments within the Division: Childcare, Community Services (including Emergency Preparedness and Health Education), Community Health, Environmental Health, and Welfare (including the Mediation Program).

Division Director
Deputy Director/Epidemiologist
Medical Director
Childcare/Grant Coordinator
Health Program Specialist
Regional Public Health Prep Coordinator
Community Health Nurse Manager
Environmental Health Manager/Health Officer
Welfare Manager/Welfare Officer
Mediation Coordinator

Kerran Vigroux
Ashley Conley
Dr. Debbie Daniels
Christina Lister
Jocelyn Villiotti
Patricia Crooker
Bobbie Bagley
Heidi Peek

Robert Mack
Sandra Mulcahy

The Division of Public Health and Community Services continues to focus on providing community-based public health services based upon the 10 Essential Public Health services, as established by the American Public Health Association. These services are conducted through a process of *Assessment* of the range of health promotion and disease prevention services and what are the unmet needs; *Assurance* that such services are the highest quality possible; and, *Policy Development* that ensures quality health promotion and disease prevention activities. Additionally, the Division strives to contain welfare costs, and integrate environmental health and community health services with other city departments.

BOARD OF HEALTH

Dr. Anthony Storace, Chair
Dr. Donald Levi, Member
Dr. Peter Klementowicz, Member
Steven A. Bolton, Aldermanic Liaison
Michael J. Tabacsko, Aldermanic Liaison-Alternate

The Board of Health provides guidance to the professional staff on matters of public health and is kept informed of ongoing activities with monthly reports from senior departmental staff. Meetings of the Board are open to the public and occur on the second Wednesday of the month from 12:30 to 1:30 PM at 18 Mulberry Street.

ONGOING DIVISION ACTIVITIES

Division staff continues to actively participate in the work of the following groups:

- NH Department of Health and Human Services Communicable Disease Epidemiology and Control Committee
- NH Environmental Health Association
- New Hampshire Public Health Association
- NH Immunization Advisory Committee
- New Hampshire Comprehensive Cancer Control Planning Collaborative
- New Hampshire Childhood Lead Poisoning Advisory Committee
- New Hampshire Health Officers Association
- New Hampshire Local Welfare Administrators' Association
- New Hampshire HIV Community Planning Group
- New Hampshire Conflict Resolution Association
- Granite State Immunization Project
- Greater Nashua Continuum of Care (Homelessness and housing issues)
- Greater Nashua Healthy Community Collaborative
- Greater Nashua Regional Public Health Preparedness Advisory Committee
- Greater Nashua Domestic Violence Coordinating Council
- Board of Director's and Community Assessment Committee, United Way of Greater Nashua
- Mayor's Ethnic Awareness Committee
- Nashua Task Force on Alcohol and Other Drugs
- Hispanic Health Network
- United States Interagency Council on Homelessness (Region 1)
- National Association of County and City Health Officials' Infectious Disease Prevention and Control Work Group



Mayor reads Proclamation for Lead Prevention Week (October 21, 2008)

CHILD CARE SERVICES

The Child Care Services Office, established in 1987, continues with its objective to facilitate the continuation of quality, affordable, childcare programs within the city of Nashua, NH, and to support families in the balance of their work and family lives.

The Coordinator is responsible for participating in local and statewide initiatives which enhance and expand child care resources; coordinating the effort among city agencies for the continued growth of quality child care services; and, providing technical assistance to potential and existing providers of early care and education programs.

The Child Care Services Office:

- Offers child care resource and referral services to parents in the community,
- Assists providers with the technical support in their professional endeavors,
- Supports the activities of the Nashua Early Childhood Care and Education Network,
- Collaborates with the Nashua Child Care Advisory Commission in its ongoing activities,
- Identifies supply of and demand for early childhood resources,
- Recruits new child care providers

The Child Care Services Office, throughout the last twenty years, has evolved to meet the needs of the general public and early childhood profession, as well as the goals of the Division of Public Health & Community Services. While the Child Care Services Office is a program of the Division's Community Services Department, its activities have also included the Division's focus on public health issues. To adapt to this, the Child Care Services Office has blended two of the Ten Essentials of Public Health into its functions. These are: 1) Inform, educate, and empower people about health issues; and, 2) Link people to needed personal health services. Health and health-related issues have been an integral part of the meetings and communications that occur between the Office and the early childhood providers of the city's programs. The Child Care Services Office partners with the Division's individual departments to collaborate on projects of mutual relevance. Both the early childhood education and public health professions share an investment in childhood immunization programs, nutrition/healthy-eating initiatives, physical exercise activities, emergency preparedness planning, environmental safety, conflict resolution skill-building, oral health, illness prevention, building effective partnerships, and the overall well-being of the population. Each profession shares the common goal of strengthening the community's health, education, and quality of life.

Child Care Advisory Commission:

Beth Todgham, *Chair*
Kathy Bolton
Michael Tremblay
Dorothy Rodrigues
Joanna Vallie

Sharon Cowen
Rep. Joan Schulze
Lyn Nelson
Pastor Robert Odierna

Dr. Patricia Howson
Maria Donati, *Vice Chair*
Ted McCue
Nancy Dowey

The Child Care Advisory Commission is appointed by the Mayor, and meets monthly. It is the Commission's responsibility to heighten the public perception of child care as a professional, family support service, and as an essential component of Nashua's economic success. The Commission is also tasked with supporting the position of the Child Care Services Coordinator in the recommendation of public policy regarding the facilitation of the development of child care programs in Nashua.

COMMUNITY HEALTH DEPARTMENT

Tuberculosis Program

A total of 103 TB skin tests were planted by Public Health Nurses (PHNs). Daily Directly Observed Visit (DOT) were made to three active cases of tuberculosis: one client received visits from the month of July 2007 through June 30, 2008, another from December 2007 through June 30, 2008 and another from May 2007 through June 30, 2008. From January 1-June 30, 2008, PHNs made fourteen home visits were to high-risk latent TB clients and sixty-six home visits to clients with active TB.

HIV Prevention Program

During this fiscal year, from July 1, 2007 to June 30, 2008, the Licensed Alcohol Drug Counselor provided Comprehensive Risk Counseling Services to 32 individuals. The LADC maintained a client load of approximately 60 clients over the program year.

- Twenty-seven individuals participated in the Safety Counts Program, a harm and risk reduction intervention designed for injecting drug users and their partners.
- Three hundred and twenty-six individuals were seen and tested during outreach activities. Outreach activities that include nursing staff is offered once per week.

Immunization Program

A total of 480 children visited the Immunization clinics during FY 2008 for vaccinations and/or record checks. Clinics are offered twice per week for a total of five hours/week.

Flu Clinics: These clinics were scheduled in addition to the regularly scheduled immunization clinics.

- 176 children received influenza (flu) vaccine through the Immunization and Flu clinics offered at the Division.
- 1,045 adults received flu vaccine through the various clinics offered at the Division.

Lead Poisoning Prevention/Case Management Program

There were 17 cases of elevated venous blood levels in children requiring case management services that include home visits, telephone visits and physician calls. A total of 4 elevated capillary blood test required telephone visits and physician calls.

STD/HIV Counseling and Testing Program

Clinics are offered twice per week for a total of six hours/week. This fiscal year 1,091 visits were made to the STD/HIV counseling and testing clinic offered at the Community Health Department.

ENVIRONMENTAL HEALTH DEPARTMENT

Health Officer/Manager

Michael Tremblay

(Retired 2 January 2009)

Health Officer/Manager

Heidi E. Peek

(2 January 2009-Present)

Deputy Health Officer

Heidi E. Peek

(Until 2 January 2009)

Office Manager/Environmental Health Technician

Linda Alukonis

Laboratory Director

Keira Delude

Environmental Health Specialist II

Howard Price

Environmental Health Specialist I

April Torhan

Environmental Health Specialist I

Meredith Lyons

The role of the Environmental Health Department is to protect the health of the public by defining, eliminating, controlling and managing environmental hazards. This is accomplished through the enforcement of all laws and ordinances that protect the public from harmful environmental conditions. This role fulfills Essential Public Health Service 6: "Enforce laws and regulations that protect health and ensure safety."

Another important responsibility of the department is education, primarily through presentations, the dissemination of written materials, and one-on-one during inspections or enforcement actions. This accomplishes Essential Public Health Service 3: "Inform, educate and empower people about health issues."

Food Service

Department staff prepared and presented food service seminars for food service owners, managers and employees, both for large groups and on-site for specific facilities.

Routine Inspections	1357
Reinspections	20
Site Visits	334
Plan Reviews	25
Temporary Licenses	18
Samples Submitted to NH DHHS (Department of Health & Human Services) Public Health Laboratory for analysis	48
Emergency Calls	10
Complaints	83

Public Pools/Spas

Department staff informed licensed facilities of changes required in Virginia Graeme Baker Act, which requires structural changes to pools and spas to prevent entrapment injury and death.

Routine Inspections	99
Samples Collected and Analyzed in Environmental Health Laboratory	114

Laboratory

Maintains NELAC (National Environmental Laboratory Accreditation Conference) accreditation for drinking water analysis. Responds to constituent concerns regarding air quality, infestations and lead. Provides insect identifications and preventative education.



Black-legged tick

Housing Assessments

The Environmental Health Department continues to collaborate with Code Enforcement to address unsanitary living conditions, sewage, infestations, hoarding and general housing issues. 11 housing assessments were conducted. The department also acts in an advisory capacity for mold, radon, lead and other common environmental hazards. One Housing Board of Appeals hearing was conducted in FY 2009. The department was involved in the assessment of the safety to occupants of a home after the discovery of an alleged clandestine methamphetamine laboratory in a single-family home.

Institutional Inspections

Child Care Inspections	21
Foster Home Inspections	6
School Inspections	7

Arboviral Surveillance/Control

Prepared and disseminated educational material information regarding mosquito and tick prevention. Provided oversight to vendor, Dragon Mosquito, in their activities which included larvacide application and mosquito surveillance.

Rabies Control

The department submitted 28 samples to NH DHHS Public Health Laboratory for analysis, 17 of which were feline, 8 were canine and 3 were wildlife; all were negative.

Septic/Subdivision Approval

Department staff conducted 13 site visits for septic or subdivision approval.

Communicable Disease

The department participates in the Division of Public Health & Community Service's NPHIRT (Nashua Public Health Incident Response Team), a collaborative effort that responds to incidents involving communicable disease and provides education, surveillance, case investigations and environmental health assessments.

Emergency Preparedness

Department staff participated in activities involving the ice storm in December of 2009, Swine Flu/H1N1 in April of 2009, and remains involved in flu planning activities.

General Complaints

Department staff responds to a variety of complaints and concerns from constituents. General complaint categories include solid waste, water/sewage, air quality, animals, vector, hazardous materials and swimming pools/spas. The department received 81 complaints or concerns during FY 2009.

WELFARE DEPARTMENT

**Manager/Welfare Officer
Senior Case Technician
Case Technician
Case Technician
Case Technician
Intake Worker/Accounting Clerk
Mediation Coordinator
Administrative Assistant I**

**Robert Mack
Karen Emis-Williams
Cynthia Newell
Rute Ferreira
Celeste DuBois
Therese Charest
Sandra Mulcahy
Susan Lapointe**

The City Welfare Department provides general assistance according to RSA 165 to those who are poor and unable to sustain themselves.

The following is a comparison for FY 2008 and FY 2009 for the City of Nashua Welfare Department:

	<u>FY 2008</u>	<u>FY2009</u>
Total Contacts	11,410	13,257
Total Applications	2,137	2,330
Total Interviews	4,336	4,839
Total Cases	1,257	1,329
Total Clients who received Assistance	2,937	3,371

General Assistance continues to be a need for many households in the Nashua community. Various factors that impacted the General Assistance Budget include, but are not limited to, changes in current market rents and housing expense (lack of affordable housing and rental subsidies), local unemployment rates, increased cost of gasoline, cost of general goods, utility costs, cost of medications, client access to mainstream resources (including Medicare D insurance and other social services in the community) and the fact that State of New Hampshire benefits through the Department of Health & Human Services do not meet costs of living.

	<u>FY2008</u>	<u>FY2009</u>
Rent/Shelter	\$762,834.95	\$963,570.44
General Assistance	\$232,418.72	\$228,912.12
TOTAL	\$995,253.67	\$1,192,482.56

The Welfare Department continues to work with community partners to address the issues of homelessness, as well as coordinate services/resources with local agencies to meet the basic needs of City Welfare recipients. The Welfare Department assisted approximately 185 households (totaling 208 adults and 136 children) with emergency motel placements and/or shelter referrals throughout fiscal year 2009. The Welfare Department worked closely with the Nashua Soup Kitchen & Shelter, Harbor Homes, Inc. and other area providers to move many individuals and families into shelter programs, transitional housing and permanent housing from temporary emergency motel placements.

	FY 2008	FY 2009
Welfare Recoveries	\$47,425.76	\$60,443.78

The due diligence of the Case Technicians and administrative support staff has benefited the Nashua community by directing applicants to alternative resources, even while the department experiences a high volume of applicants.

NASHUA MEDIATION PROGRAM

The Nashua Mediation Program, as part of the City of Nashua Division of Public Health & Community Services (DPH&CS) offers conflict resolution services to families in the Greater Nashua community. In its twenty-fifth year, the Nashua Mediation Program is well established in the community with a solid referral base through professional referral sources including schools, mental health professionals, police departments, the courts, social service agencies, and clergy.

In fiscal year 2009, the Nashua Mediation Program provided conflict resolution services to 318 juveniles and their families from Greater Nashua including Amherst, Brookline, Hollis, Hudson, Litchfield, Merrimack, Nashua, and Pelham, the majority of those residing in the City of Nashua. In addition to the support from the City of Nashua, the program received funds from city and town contributions and a grant from the New Hampshire Department of Health & Human Services and Hillsborough County Incentive Funds.

Parent-child or family mediation services are provided free of charge by utilizing a pool of highly trained volunteers from the community. All Volunteer Mediators have successfully completed a 60-hour training and 20-hour internship and attend continuing education workshops. The program complies with the training standards recommended by the New Hampshire Conflict Resolution Association (NHCRA) and the New Hampshire Standards for Parent-Child Mediation. Marital Mediation services assist couples in working out the terms of their divorce or separation in a non-adversarial manner and are provided for a fee. The program also partners with the New Hampshire Department of Correction's, assisting with the Victim-Offender Dialogue (VOD) program for victims/survivors of crime that are seeking to have a dialogue with their offender.

The Nashua Mediation Program actively participates in a number of inter-agency, community, and state-wide efforts that share a commitment to the development of healthy individuals and a healthy community. The program participates on the Nashua

Prevention Coalition , the Greater Nashua Domestic Violence Coordinating Committee, the Nashua Drug Court treatment team, Network (child abuse prevention), the Nashua Goes Back to School committee, Nashua's DPH&CS Emergency Preparedness Planning Committee, the Gate City Health and Wellness Immigrant Integration Initiative and the New Hampshire Conflict Resolution Association.

The services of the Nashua Mediation program support the following essential public health functions:

- preventing injuries and interpersonal violence;
- preventing the abuse of alcohol and other drugs;
- promoting mental health and well-being; and
- mobilizing community partnerships to foster individual and community health goals.

The Nashua Mediation Program continues to be an important and integral part of the community as an education, prevention, and diversion program designed to strengthen family relationships by reducing conflict and encouraging the development of improved communication and problem-solving skills that help to support and promote a healthy community.

PUBLIC HEALTH EMERGENCY PREPAREDNESS

The Public Health Emergency Preparedness (PHEP) Program focuses on preparing the 13 towns in the Greater Nashua region to be able to respond effectively and efficiently during a public health emergency. These towns including the City of Nashua are: Lyndeborough, Mont Vernon, Wilton, Mason, Brookline, Milford, Amherst, Hollis, Merrimack, Litchfield, Hudson and Pelham. The Public Health Preparedness Coordinator acts as a conduit between state and local partners and coordinates public health planning and response activities throughout the region.

PHEP planning includes the development and maintenance of 8 distinct annexes to a base All Health Hazards Emergency Response and Preparedness Plan. Templates and guidance for these plans were provided by the State of New Hampshire Department of Health and Human Services. These Annexes include response plans for Pandemic Flu, Emergency Risk Communication, Points of Dispensing for Mass Vaccination, Isolation and Quarantine, Medical Surge, Mass Fatality Management, Volunteer Management, and the plan for Regional Multi-Agency Coordinating Entity. During FY 09, PHEP plans and partnership were utilized during both the December 2009 Ice Storm and the H1N1 Flu Pandemic beginning in April.

The Regional Coordinating Council on PHEP is the working group of the Greater Nashua Public Health Network. The RCC is comprised of Emergency Management Directors, Health Officers, major medical partners, social service agency representatives, representatives from local school districts and schools of higher education, elected officials and members of business/industry within our community.

Workgroups off of the RCC include an ESF-8 workgroup that focuses on clinical planning, a functional needs workgroup, and a media advisory group.

One of the main focuses on Public Health Emergency Preparedness planning over the year has been around ensuring that our functional needs populations (disabled, homeless, residential, etc) have adequate access to services during an emergency. A functional needs work group was established to focus on these needs and has developed a Co-Located Shelter Plan, which combines general, medical, and pet sheltering facilities during an emergency.

PHEP also provides education opportunities throughout our region. This past year the program has hosted numerous workshops on topics including Public Information Officer Training and Continuity of Operations Planning for Agencies Serving Functional Needs Populations.

EPIDEMIOLOGY

Epidemiology is focused on investigating patterns of disease and measuring the health of a community. The current Epidemiologist was hired in February 2009. Since then the Epidemiologist has worked on developing surveillance systems within the City of Nashua. One surveillance system recently initiated with the cooperation of the Nashua School District is the collection of absenteeism data. Monitoring this information on a daily basis provides an overall view of the health and well-being of the community, especially the school-age population. This data has been of special importance in monitoring flu-like illness during the flu season.

The Epidemiologist is also involved in preparing for public health emergencies with the Greater Nashua Public Health Network and works with regional medical partners to address clinical guidance, medical surge planning and case investigations. This year, most of the preparedness activities have involved the planning and response to the 2009 H1N1 Pandemic.

During the summer, the Epidemiologist worked with the NH Department of Health and Human Services to bring a Rapid Needs Assessment training from Texas A&M University USA Center for Rural Public Health Preparedness to the volunteers and organizations in the Greater Nashua region. This training prepared the region to assess the health of a community following a disaster or public health emergency and was integral to starting the planning process for a Community Health Needs Assessment.

DIVISION OF PUBLIC WORKS

BOARD OF PUBLIC WORKS

Mayor Donnalee Lozeau, Chair
Commissioner Timothy Lavoie, Vice-Chair
Commissioner Donald Dyer
Commissioner Tracy Pappas
Commissioner Daniel Gagnon
Aldermanic Liaison David Deane

DIVISION OFFICIALS

Director of Public Works

Interim Director of Public Works

City Engineer

Richard Seymour (Retired Oct. 2008)

David G. Fredette

Stephen Dookran

SUPERINTENDENTS

Superintendent, Wastewater

Superintendent, Street Department

Superintendent, Parks & Recreation

Superintendent, Traffic & Parking

Superintendent, Solid Waste

Interim Superintendent, Solid Waste

Mario Leclerc

Scott Pollock

Nicholas Caggiano

Wayne Husband

Jason Marcotte (Retired Oct. 2008)

Kerry Converse

The Division of Public Works continues to explore, new, more efficient methods to deliver services to the citizens of Nashua.

ENGINEERING DEPARTMENT

In FY09, the City Engineering Department provided services related to the design and construction of public works projects, and the review and coordination of private development projects that impact city infrastructure. The Department also managed the annual city street paving and sidewalk programs, the ongoing combined sewer overflow (CSO) program, certain highway, parks and stormwater projects as well as the issuance of residential sewer permits, and provided survey and construction inspection services.

Sewer and Stormwater Programs

United States Environmental Protection Agency (EPA)

Combined Sewer Overflow (CSO) Consent Decree

Work progressed on various elements required by the Consent Decree to meet the schedule as set forth in the document and as reported to the EPA on a quarterly basis. In FY09, the EPA granted a Consent Decree Modification to study potential alternatives

to the screening and disinfection facility and to extend the deadlines for the design, approval and construction of the suitable measures resulting from the study.

CSO 005/CSO 006 Re-Evaluation Study

In May 2008, Fay, Spofford and Thorndike was hired to complete a re-evaluation of the CSO 005/ CSO 006 watershed area to determine optimal methods to reduce the size of the CSO 005/006 Screening and Disinfection Facility. This study included a flow-monitoring program was completed to provide field verification for the hydraulic model. The recommended findings of the re-evaluation, completed in March 2009, included alternative projects as follows:

- Design and construction of sewer separation within the Harbor Avenue area
- Design and construction of an automated sluice gate control upstream of the CSO 006 junction chamber
- Design and construction of drop-over manhole structures near CSO 005
- Design and construction of a CSO screening and disinfection facility having a design capacity of 78.3 mgd [121.1 cfs].

A request to modify the EPA Consent Order was sent to the EPA on March 31, 2009.

CSO005/006 Drop Over Structures

This project is one of the smaller projects that came about as a result of the Re-evaluation Study of CSO Control for CSO 005/006. The original contract with SEA Consultants, Inc. for the CSO005/006 screening and disinfection facility was amended to include this project. The design work began in late May 2009 followed by a survey of the area in June 2009. SEA will be finished with the design in early December 2009, and construction is expected to start in the spring of 2010.

CSO Real –Time Control

In January, the firm BPR-CSO was hired to complete a Real Time Control (RTC) Feasibility Study to determine if balancing flows within the existing interceptor system was possible in order to mitigate Combined Sewer Overflow (CSOs) and reduce overall cost associated with the CSO Program. The report concurred with the findings of the CSO 005/CSO 006 Re-Evaluation Study. However the idea of storing the majority of combined flow in a tank and feeding it to the wet weather treatment facility over time rather than constructing a screening and disinfection facility was presented as an alternative that will be investigated in the future.

Wet Weather Flow Treatment Facility

The construction of the Wet Weather Flow Treatment Facility by Methuen Construction (started in FY07) was completed in FY09. The completed facility increases the capacity of the wastewater treatment facility from 50 million gallons per day to 110 million gallons per day to handle high wet weather flows and reduce combined sewer overflows. Metcalf & Eddy provided construction phase services.

North Facilities Power System Upgrades

This project was substantially complete on January 15, 2009. A final inspection was conducted on April 24th and the Contractor had completed all items in FY09 with the exception of a small roof leak.

System Optimization and Infrastructure Improvements

Construction for this project began in early December 2008 and was essentially complete in late May 2009.

The construction went well considering that both chemically contaminated soil and asbestos contaminated soil were discovered along the CSO008 alignment. Despite the high cleanup costs and time delay, the Contractor was able to complete the construction only \$5,000 over the bid amount and ahead of the September 30, 2009 substantial construction deadline. The substantial inspection occurred on July 1, 2009. A minor punch list of items was generated and was completed in July 2009.

Biosolids Class A Technology and Dewatering System Upgrades - Study

The purpose of this project was to evaluate and determine the feasibility of upgrading the Nashua Wastewater Treatment Plant (NWTP) from current Class B biosolids to Class A biosolids, and to determine the optimal dewatering system to replace the current belt filter presses that are at the end their useful life. Stearns and Wheeler began work on this project in May 2008, and completed their final report in February 2009. They determined that due to the high capital costs of a new plant process, there was no pay back for converting to Class A biosolids. However, two different sludge dewatering systems were found to result in significant savings as a result of the drier sludge produced and reduced trucking costs for sludge removal. The Fournier press and screw press were found to have lower total present worth costs compared to belt filter presses because of lower operation and maintenance costs over a 20-year life. The next phase of this project is to design the proposed new sludge dewatering equipment for construction beginning in 2010.

American Recovery and Reinvestment Act (Federal Stimulus Package)

Applications for five stormwater and fifteen wastewater projects were submitted to NHDES to seek funding through the American Recovery and Reinvestment Act. The Haines Street Sewer Separation Project and the Net-Metering projects were selected in April and received funding.

Net Metering

This project identified in the Biosolids Class A study (above) as a means for the City to increase electrical energy production at the wastewater plant by using most of the waste methane gas from the anerobic digester to power an existing generator. An American Recovery and Reinvestment Act (ARRA) of 2009 application was submitted in order for the City to obtain funding for this project, and the EPA/NHDES accepted this project for stimulus funding. Stearns and Wheeler were retained for the design work on this project. The design work began in July 2009 and was finalized in early October 2009. A contractor is to be selected by December 1, 2009, and construction is expected to begin in early 2010.

Haines Street Sewer Separation

In April 2009, the Haines Street Sewer Separation project was selected to receive funding through the American Recovery and Reinvestment Act (ARRA) of 2009, also known as the Stimulus Package. This project will separate a 19-acre drainage area to reduce the frequency of sewage surcharging onto the low-lying areas of Haines Street. Approximately 1,880 linear feet of sewer and 3,500 linear feet of new drainpipe will be constructed. The design was completed in June 2009.

Stormwater EPA Phase II NPDES MS4 Permit

The 2009 Annual report for the EPA Phase II NPDES MS4 Permit was submitted in April. The current permit expired in May 2009. The EPA has proposed draft changes to the NPDES Phase II permit which may place a significant financial burden on the municipalities because of stricter requirements. The department attended a public hearing on January 28, 2009 and submitted written comments with concerns to the EPA in February.

A NHDES grant for a Stormwater Utility Feasibility Study was applied for and accepted.

In June, July, August and September, intense thunderstorms in each month resulted in a total of over 300 drainage complaints throughout the city, which required attention. Locations requiring major involvement from Engineering included: 625 South Main Street, 10 Superior Drive, 40 Hills Ferry Road, 6 Melissa Drive, 24 Bolic Street, 15 Tanguay Drive, 54 New Searles Road, 16 Pemberton Road.

The Department provided assistance in resolving a water infiltration issue at the Hunt Memorial Library. Preliminary design for the project was completed.

Designs were completed for a headwall replacement at Holbrook Drive, a small drainage system in the area of Main Dunstable Road and Chung St, and a culvert inlet structure on Lincoln Brook at Sanborn Drive.

A Culvert Inspection Program was initiated in June. If observations indicated maintenance or repair was needed, work orders were created for the respective departments.

Park Projects

Rotary Common

Design for a Phase II for the south side of the park began.

Mine Falls Park

Construction was completed for the restoration of the Mine Falls Dam Gatehouse based on the recommended improvements included in the Historic Preservation Study dated January 2006. Construction by Englewood Construction began in February 2007 and completed in August 2008. Work included replacing the roof, doors, and windows; site

work; interior and exterior cleaning; brick replacement and repointing; installation of safety railings and new interior and exterior stairs.

Construction of the Phase III bridge improvements by E.D. Swett Inc. began in July 2007. Work included improvement and repairs to the existing six bridges in the park and the installation of a new steel truss pedestrian/bicycle bridge near the North 7th Street park entrance. Replacement of the wooden Old Overflow Bridge was required. The project was completed in August 2008.

Roadway Projects

Annual Paving Program

The Engineering Department managed the annual paving program. 16,406 LF of streets were paved as shown below.

Street	Limits of work	Length (Ft)
Alpine St.	King St. to Haines St.	216
Birchbrow Rd.	Robinson Rd. to dead end	350
Bowers St.	Allds St. to Arlington St.	1260
Bryant Rd.	Pinehurst Ave. to Peele Rd.	1420
Carolina Dr.	Taylor St. to Connecticut Ave.	250
Chestnut St.	West Hollis St. to Kinsley St.	630
Colony Way	New Searles Rd. to Tenby Dr.	620
Columbia Ave.	Concord St. to Driveway at # 30	1540
East Otterson St.	Main St. to Harbor Ave.	1340
Eight St.	Ledge St. to dead end	550
Kinsley St.	Hanover St. to Ritter St.	530
Lemoine St.	Wilder St. to Pine St.	290
Lowell St.	Main St. to Canal St.	230
Mechanic St.	Factory St. to Water St.	330
Mellens Ct.	Canal St. to dead end	160
Myrtle St.	Pine St. to End	660
Reeds Ct.	Canal St. to dead end	150
Ridge Rd.	Curtis Dr. to Pinebrook Rd.	900
Shady Ln.	Palisades Dr. to New Searles Rd.	3100
Shingle Mill Dr.	Marian Ln. to Holbrook Dr.	1000
Tenby Dr.	Westwood Dr. to Colony Way	250
Water St.	Main St. to Factory St.	630

Annual Sidewalk Design and Construction

Completed construction of 2,500 LF of sidewalks on the south side of Lake Street in three segments as follows: Nagle Street to Pine Street, Labine Street to Almont Street, and Main Dunstable Road to Kingston Drive.

The design of new asphalt sidewalk and granite curbing of 1,740 LF on the north side of Lund Road from its intersection with Almont Street to its intersection with Caldwell Road and of 1,900 LF on the east side of South Main Street from its intersection with Beausite Drive to its intersection with East Hobart Street was completed in FY09. Construction began in June 2009 and is scheduled to be completed in FY10.

Began design of new asphalt sidewalk and granite curbing of 400 LF on the south side of Broad Street from Broad Street Elementary to past the intersection with Broadcrest Lane, and of 750 LF on the south side of Conant Road from its intersection with Katie Lane to its intersection with New Searles Road. Design efforts also include sidewalk and pedestrian safety improvements at the intersection of Tinker Road and North Southwood Drive and at the intersection of East Hollis Street and C Street. Construction is scheduled to be completed in FY10.

D.W. Highway Improvements

This project includes CMAQ funded roadway and signal improvements as well as TE-funded sidewalk improvements. The first phase, traffic, is being implemented by the Traffic Department. The second phase, the roadway improvements, began construction in FY09 and is scheduled to be completed in FY10. Comprehensive Environmental Inc. is providing construction phase services.

Route 101A Widening and Improvements

The Engineering Department managed the preliminary engineering design of this municipally managed project that is funded with 80% federal and 20% state sources. The project limits are from Somerset Parkway to Celina Avenue in Nashua. During this period, the Part A, Preliminary Engineering was completed. The project was brought to a Public Hearing. After addressing comments from the public, the project was brought to a Finding of Necessity Public Meeting where approval for the project was granted.

Broad Street Parkway

The Nashua Regional Planning Commission (NRPC) in July 2008 completed a study that evaluated cost reduction measures. The agreement to municipally manage the project was executed and the NRPC was hired to complete the environmental re-evaluation.

Right-of-Way Improvements by Private Development

Plan Review and Inspection

During FY09, the City Engineer's Office reviewed and approved 22 Site and Subdivision plans for sewers, drains, street improvements and public access. The Department continued its inspection of construction in public right-of-way to verify that work was completed in accordance with the approved plans and specifications.

Public Street Construction

New Streets were completed and accepted by the Board of Aldermen as follows:

Carnation Circle, 450 feet
Daylily Drive, 950 feet
Jonquil Lane, 300 feet
Hibiscus Way, 2,025 feet

Streets discontinued by the Board of Alderman as follows:

A portion of Edson Street, 322 feet

Public Sewers and Storm Drains Installed by Private Developers

In FY09, no public sewers or storm drains were installed by private developers.

Permits

The Engineering Department issued a total of 82 Residential Wastewater Service Permits.

SOLID WASTE DEPARTMENT

The Solid Waste Department provides safe and efficient solid waste management services for residents and businesses of Nashua in the areas of recycling, solid waste, and hazardous waste. Services include curbside collection of trash, soft yard waste, single stream recycling and oversized items. The Four Hills Landfill and Recycling Center provides for the safe and secure disposal of municipal solid waste and the recycling of construction & demolition debris, metal, soft yard waste, brush, single stream recyclables, electronics, batteries, books, propane tanks, textiles and tires. The Solid Waste Department also hosts several household hazardous waste collection events, provides environmental and engineering functions related to solid and hazardous waste and oversees several closed landfills in the City.

General Information

Curbside collection of trash, soft yard wastes and recycling:

Residences served: approximately 23,000 households

FY 09 Municipal Solid Waste (MSW), Construction and Demolition (C+D), Sludge & Asbestos from both Residential and Commercial

Total: 68,447 tons

FY 09 Recycling Diversion:

Single Stream Recycling	5,065.59
Soft Yard Waste	7,964.29
C & D Scrap Metal	4,401.11
Electronics	292.24
Batteries, Books, Tanks, Textiles & Tires	160.56
Total:	17,884 tons

Residential Stickers

2000	2001	2002	2004	2005	2006	2007	2008	2009 (9/22)
8,000	9,561	8,624	10,741	12,409	12,886	12,125	13,311	12,566

Commercial Stickers

669	657	698	751	546	596	532	563	544 (9/22)
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Accomplishments

Construction of Phase II of the lined landfill expansion was completed in early 2009 by R.D. Edmunds and Sons. Included with the construction of the Phase II landfill is a new building to house the landfill compactor, a 20-foot high litter fence around the landfill perimeter, and a water hydrant system for fire control. Construction of a substantial portion of the soil berm that delineates the 500-foot setback was also completed in the Phase I landfill. Waste filling in the new Phase II landfill is anticipated to begin before the end of 2009.

In an effort to maximize landfill airspace and extend landfill life, the Solid Waste Department has continued the Construction and Demolition (C+D) diversion program through FY 2009. This material continues to be shipped to ERRCO/LL&S for processing.

In FY 2009, the Solid Waste Department invested in two new semi-automated side loader refuse trucks. These trucks can be used to collect trash, recycling or soft yard waste and offer much improved efficiency over the old rear load packer trucks. The department also traded two older, underutilized pieces of landfill equipment for a used John Deere dozer. This dozer is a low ground pressure model and has proved very useful in performing a variety of tasks in and around the landfill.

The Solid Waste Department worked with the Nashua Garden Club on the tenth annual compost bin sale; nearly 950 composters have been sold, with an estimated diversion of nearly 1,000 tons from the Landfill to a useful soil amendment.

Landfill Gas Project

- Worked cooperatively with Fortistar Methane Group to expand the gas collection system in the Phase I landfill. Design and permitting for the installation of 15 new gas collection wells was completed in FY 2009, with construction scheduled for early FY 2010. The additional gas collection will improve the control of fugitive landfill gas emissions and reduce odors in the neighborhoods surrounding the landfill.

Staff Training and Certification

- 3 staff members currently hold State certification as Asbestos Workers (2) and as Asbestos Supervisors (1)
- 11 Staff members currently hold State of New Hampshire Landfill Operators license that are re-certified annually.

- 7 staff members currently hold Hazardous Waste Site Worker certification. Six have 24 Hour 29 CFR 1920.120 and one has 40 hour 29 CFR 1920.120.
- 3 Staff members hold Management of Landfill Operations (MOLO) certifications.

Major Projects

- Six collections of hazardous waste from residents and small businesses in the Nashua Region Solid Waste Management District were held in FY 09. 458 Nashua households – 37% of the total - participated in the events.
- The Solid Waste Department is waiting for DES to take action on the renewal of the Four Hills facility's Title V air emissions permit and groundwater management permit. These permits have expired, however, the facility is covered under permit shield since renewal applications were submitted within the DES specified time frames.
- During FY 09, the Solid Waste Department changed the way electronics are handled. Instead of once-a-month collection events, Nashua residents with a residential permit may now bring e-waste to the Recycling Center at any time.
- The markets for recycling were adversely affected by the downturn in the global economy starting in the fall of 2008 and resulting in a cost to transport and process the materials collected in Nashua. Improvements in the markets were seen in the spring and gradual increases are restoring better market conditions.

WASTEWATER TREATMENT FACILITY

General Information

The total flow into the Nashua Wastewater Treatment Facility (NWTF) was 4.4 Billion Gallons. The average daily flow was 12.2 million gallons per day (MGD), with a one-day maximum of 49.7 MGD and a one-day minimum of 6.6 MGD. The total amount of septage received from Hudson and Nashua was 370,500 gallons. (Septage is the liquid waste from households that are serviced by on-site sanitary disposal systems.)

The total flow from Hudson was 547 million gallons and the total Merrimack flow was 62 million gallons.

The facility generated 2.0 million pounds of dry biosolids. Biosolids are managed under a contract with White Mountain Resources Management Inc. (RMI) of Ashland NH. RMI transports the biosolids to farms and reclaiming operations as a soil amendment.

The laboratory staff performed over 23,700 analyses on approximately 7,720 samples. The industrial pretreatment program processed in excess of 125 industrial discharge permits, conducted over 110 industrial inspections and industrial discharge sampling events.

The total number of full time employees was 30.

The staff is always eager to provide facility tours to interested groups or individuals. Tours can be catered to individual interest areas. Please feel free to contact us at 589-3560.

Projects and Purchases

The cornerstone to the City's Long Term Control Plan for combined sewer overflow mitigation and the Wet Weather Treatment Facility, has been in service since May of 2009. To date, we have had one activation. During that six hour period, the process operated as designed, and effluent discharged to the Merrimack River met standards.

The North Power Systems Generator replacement was completed. This initiative provides the power for certain parts of the treatment facility in the event of an outage, and delivers all of the power for the Wet Weather Treatment Facility during activations.

Several enhancements continue to be incorporated into the City's sewer pumping stations. These included improvements to the pumps. This was necessitated by the improper disposal practices of residents.

The facility continued its participation in water quality initiatives by performing coliform analysis for the Pennichuck Brook Watershed Association, the Nashua River Watershed Association, and the Souhegan River Association.

Improvements to the Supervisory Control and Data Acquisition (SCADA) system are continuing. This technology improves plant performance and enables operators to perform adjustment and modifications from a remote location.

There were also SCADA initiatives for the City's sewer pumping stations. This will give the staff members' additional data to troubleshoot alarms.

The maintenance staff rebuilt the return activated sludge pumps and overhauled one of the influent pumps.

Numerous repairs were also initiated to our heating system, including the replacement of leaky heater cores to the rebuilding of steam traps.

The staff also installed replacement chlorine feed pumps. The new equipment has a better control range and offers easy maintenance procedures.

The dissolved oxygen control system that was installed in 2008 continues to provide accurate data for the control of the activated sludge process. This enables the operations staff to closely monitor the oxygen levels in the aeration basins resulting in lower energy costs and decreased sludge wasting volumes.

Replacement sewer castings and covers were purchased to replace the sub-standard triangular covers. This is an annual effort in conjunction with the street paving program.

The collection system staff continues to maintain the conveyance systems, including the cleaning and video inspection and reporting aspects.

The laboratory purchased a replacement spectrophotometer. The unit had exceeded its useful life and replacement parts were no longer available.

The facility staff identified a cost saving opportunity, resulting in an annual saving of \$22,000.00. The floatable material, grease, is now incorporated into the liquid waste stream and fed to the anaerobic digester rather than being trucked to an approved lined landfill. The process converts this material into carbon dioxide, water, methane and a small volume of solids. The important factor is the methane is harnessed and used to heat the sludge to the required temperature, fuels an on-site electrical generation unit, and provides the fuel for a portion of the newly constructed wet weather treatment facility.

A new initiative was undertaken as part of the on-going maintenance of the storm water collection system. In conjunction with the Engineering department's assessment and documentation, three interns completed the removal of vegetative growth and debris at 125 locations. This effort has greatly improved the conveyance of stormwater and has minimized the impact to City and residents' property.

There was one retirement in the operations section.

Certification

One collection system staff member and two operations staff members were successful in upgrading certification level.

This type of effort improves knowledge transfer and the information base to better serve the citizens of Nashua.

STREET DEPARTMENT

General Information

Total miles of Streets in Nashua – 300

Total miles of sidewalks in Nashua – 210

Total lane miles of streets in Nashua that are plowed per event – 735

During fiscal year 2009 the Street Department provided many essential services to the citizens of Nashua:

- Street maintenance work included the patching and repair of pavement, the sweeping of streets and sidewalks, the replacement of sewer and drain lines and the repair of many manholes and catch basins.
- The sweeping program included over 6000 sweeper hours of operation with 4 full size sweepers and one sidewalk sweeper. The sweepers were used on streets, sidewalks, parking lots, parks and schools.

- The department offered the annual spring clean up with an extra large volume of material this year. Over 700 tons of material was collected and 1200 residential stops were completed.

Winter Operations

Winter operations were very challenging during FY 2009. The winter had 29 storm events and 93.5 inches of snow. The first event was on November 26, 2008 and the last event was on March 9, 2009. The ice storm of December 12, 2008 was very difficult. Large areas of long term power outages with extensive tree damage were a result. At one point much of the city was without power. Line crews from across the east coast and Canada worked in Nashua to restore the power. The Street and Park Department coordinated the work to clear the streets of debris. The storm was followed by two heavy snows within a week. Power outages lasted a week in some areas. The spring of 2009 resulted in a very large volume of wood and brush to be removed from the Right of Way. The material weighed in at over 700 tons and over 1200 residential stops were collected. The areas hardest hit with the ice included the Long Hill area and Indian Rock Road area. The Street Department had almost non-stop operations for one week.

Equipment Purchases

The Street Department purchased one new fleet truck in FY 2009. Unit #91023 was replaced. The department purchased a new Caterpillar 938 loader to replace Unit #98073, the 1998 Caterpillar 938 loader. The new loader was delivered with plow and wing mounts to allow plowing with the machine.

Projects

The Street Department constructed the park on Shattuck Street. The work included the construction of a play set pad, walkways and benches. The park was dedicated in the spring of 2009.

The Street Department replaced the sewer main on Parkinson Court. The existing line was concrete and had failed. New PVC pipe was installed and the service lines connected into the new pipe.

The Street Department replaced the sewer line on Cross Street from Canal Street to Holman Street. The line failed and a very extensive void was found under the pavement. The street was reconstructed including new gas, water and sewer lines. The area was finished with 2 inches of base pavement for the winter.

TRAFFIC & PARKING DEPARTMENT

General Information

The Traffic Department provides engineering, traffic signal operation, signing, pavement marking, and parking related support to the citizens, Board of Public Works and other elected officials.

The Parking Department maintains the City's parking assets, including the management of both municipal parking garages, all parking meters, and 13 parking lots. The Parking Staff is responsible for managing and maintaining the City's two municipal parking garages, weekly parking meter coin collection, fielding complaints regarding faulty meters and making the necessary parking meter repairs. They also assist with the snow removal efforts of the City's surface parking lots and garage roofs.

Traffic & Engineering Services

- Provides technical review of all private development plans that are presented to the Nashua Planning Board
- Provides recommendations to the Aldermanic Committee on Infrastructure regarding traffic and parking related ordinances and safety issues that involve traffic signs, parking meters and other traffic control devices
- Provides support on transportation engineering projects within the City such as Broad Street Parkway, Daniel Webster Highway, Amherst Street widening, and Broad Street
- The Traffic Signal Operations staff provides "in-house" traffic signal maintenance and repair. They also handle other electrical issues related to traffic, such as the school zone flashing yellow signs, the lighting on Main Street and the wiring of the Nashua River fountain located downtown. This year we have 90 signalized intersections.
- Other duties the traffic staff performs include voting booth set-up and take down (twice per each election), special events coordination, and maintenance and storage of the City's Changeable Message Signs (CMS's), handling banners over Main Street for City events.
- The Traffic Department assisted the Street Department with snow plowing, repaired/replaced mailboxes damaged by City plows
- The Pavement Marking and Signing Operations staff maintains the City's traffic signage and pavement markings. They are also responsible for implementing new traffic related City Ordinances as they are passed.

Major Projects and Purchases

- Painted "RED" crosswalks in all the City's school zone areas.
- Completed our pavement-marking contract - \$57K.
- Completed and additional \$27K of pavement markings (crosswalks, stop bars, words, and symbols) authorized by the Board of Aldermen.
- Finalized the necessary transportation improvements that would be necessary to mitigate for potential traffic impacts associated with proposed private development projects.
- Finalized Phase I (traffic signal work) of the CMAQ Daniel Webster Highway Transportation Improvement Project to A&D/Highway Tech. Continue to work with project abutters that might be impacted by these improvements. Completed construction of Phase II (roadway construction).
- Assisted the Engineering Department with the Amherst Street (101-A) transportation improvement project.

PARKS & RECREATION DEPARTMENT

General Information

The Parks and Recreation Department with 28 full-time employees is responsible for the maintenance of over 60 sites throughout the City that encompasses over 800 acres. The major facilities are Holman Stadium, Stellos Stadium, Greeley Park, and Mine Falls Park.

The Department maintains 23 playgrounds, 27 baseball fields, 14 rectangular fields, 16 tennis courts, 10 softball fields, 3 pools, 2 wading pools, 1 splash pad, and 5 skating rinks.

We are also responsible for the snow removal of 4 inner city routes and 14 elementary schools.

Summer Camps

The Department ran 37 summer camp programs and 11 adult and youth tennis lesson sessions. There were approximately 1,200 boys and girls ages 4 to 17 who attended the camps and 50 youths and adults who attended the tennis lessons.

SummerFun

This was the 36th year of SummerFun which showcased 60 events at Greeley Park and Railroad Square. These included 4 movies and 4 weekends with theatre productions. The season drew record crowds with the Fairytale Festival with over 4,500 participants.

The fishing derby was held again this year at the Horsepond Fish and Game Club and had 78 participants.

Event Trips

There were 7 trips including 2 to New York City, 1 Foxwoods Casino, 3 Red Sox, 1 Mohegan Sun Casino.

Special Activities

The Halloween Fright Night was made possible by a donation from the Conway family and approximately 2,600 youngsters took part in this free event at Greeley Park.

The Senior Outing was held in October at Nashua High School North and attended by approximately 400 seniors.

Summer Pool Season

Pools opened on June 20 and closed August 25. Swimming lessons were provided for 750 children and adults. Crown Hill Pool hosted a pool movie night which was attended by 200 people.

Adult Recreational Programs

Softball/Cricket

There are 12 adult softball leagues and 3 cricket leagues that utilize City fields during the spring and summer months.

Walking Program

This is run in conjunction with St. Joseph's Hospital, Southern NH Medical Center, and Senior Center. Walks are held at Mine Falls Park and the Rail Trail on Gilson Road. The program runs from April through July and September through the beginning of November. Participation varies but usually there are 15-30 walkers each day.

Snowshoeing

This activity is held twice a week at Mine Falls Park, weather permitting, and there were approximately 12 participants.

Youth Programs

Biddy Basketball

Approximately 1,600 children from age 7-18 participated in the City's Basketball Program.

Baseball/Softball

The baseball program includes three leagues -- Babe Ruth with 150 participants, Ray Oban with 150 participants, and Senior Babe Ruth with 54 participants. The softball program also includes three leagues -- Instructional with 45 participants, Junior League with 130 participants, and Senior League with 90 participants.

Victory Gardens

The Victory Gardens at Greeley Park provide citizens with a place to grow flowers and vegetables, and we currently have 82 people on the waiting list to acquire a garden. Eight new plots were added this year as a result of splitting some of the larger lots.

Beautification

The City was the recipient of the 2008 Community Beautification award from the NH Arborists Association. Arbor Day was celebrated in April with a tree planting at the Amherst Street School. Students from the school helped with the preparation and planting of a maple tree.

Projects

Erion Field, Robinson Road

Work included installation of new playground equipment, new signage, backstop, dugouts and fence repairs. The basketball court received a new overlay and repainting. The project was completed in June of 2009.

Rotary Common

Phase one of the project was completed and a ribbon cutting ceremony was held in September. Work continued on phase two of the project with the hope of construction in the spring of 2010.

Shattuck Street Tot Lot

The project included the replacement of the existing playground equipment and unsafe fencing. Added were ADA accessible pathways, plantings, signage and lighting.

Mine Falls Park Gatehouse

Renovation of the Mine Falls Dam Gatehouse was completed with the Gatehouse being open for tours in May. The project was the recipient of the 2008 Historic Preservation Award from the NH Preservation Alliance.

Crown Hill Pool Filter

The pool filter, and sanitation system was replaced. A new PH control system was installed in time for the 2009 pool season.

Equipment Purchases

The Department purchased 3 replacement pick up trucks and 1 replacement dump truck with a plow, plow wing, and sander.

MINE FALLS PARK ADVISORY COMMITTEE

2009 was another very successful year for the Mine Falls Park Advisory Committee. During the year, we gained three new members, Bill Leurs, Jesse Walsh and David Silva and lost only one, Steven Davis, to retirement. We were also fortunate to add to our roles, two women who continue to volunteer at meetings and at Trail Days, Brenda Quinney and Shoko Yoshikawa.

The greatest recognition of Mine Falls Park and the City of Nashua came in April during an awards presentation in Concord when a student group from Fairgrounds Middle School was recognized as the driving force behind the historic restoration of the 1886 Gatehouse located in the southwest area of the park. The 11-year project was completed earlier this year and the gatehouse is now not only an historic marvel but also an educational masterpiece that earned the City the 2009 Historic Preservation Award.

The school system in Nashua helped the committee in other ways as well. The National Honor Society regularly volunteered to help with our trail days to contribute community service hours. The committee formally recognized Ms. Kate Leonas, chairperson of the society at Nashua High School South, with a letter of appreciation in October for her unselfish contributions, education of youth, and support of our efforts in the park.

This year, the committee contracted M&N Sports to produce new hats, T-shirts and jackets with the new park logo for each of the committee members. This has been a tremendous asset to the park as committee members now wear their “colors” whenever they are in the park, showing a regular city presence that makes our park visitors feel safer and more relaxed. Those beautiful bright yellow shirts and jackets are a visible sign that encourages visitors to ask questions and deliver input that will help us to continue to meet our mission of maintaining a safe and enjoyable environment for all to experience.

Much media attention was given to the park this year as well. Channel 13, New Hampshire public radio and the Nashua Telegraph were all interested in understanding the committee’s position on the homeless that were taking up residence in the park. Because of that interest, we were also able to get out the word on the safety and beauty of the park and invite folks to come and visit. This publicity also provided impetus to projects in the park that cleaned up a huge portion of the cove area where the greatest concentration of homeless encampments existed.

With that area of the park now cleared of possible hazards, the existing footpath along the north shore can now be reopened to pedestrian traffic. It is a most beautiful and unique natural preserve type of area in the park that offers a most serene and tranquil experience to runners and others who pass through the area. We had beautiful swans residing there this summer where mom nested her eggs to the birth of a family of chicks.

A lot of work was done at Maple Island as well. This area was isolated from the rest of the park and was not very welcoming to the public. This year, we were able to maintain the area and it is now clean of debris and other illegal elements (fire pits, log benches, etc.) Much of the brush and overgrowth that made it difficult to walk through that area has been cleared and over 250 feet of the chain link fence has been removed. This will allow the committee to safely maintain this area of the park for many years to come, returning the entire 325 acres of the park to the public for their enjoyment.

During our monthly trail days (April through October), we were able to accomplish a lot of tasks in the park in addition to general trash pickup and the clearing of brush from established trails. Some of the major projects undertaken this past year include:

- Beautification of the Whipple Street entrance through the grooming and planting of new shrubbery and ground cover around and in front of the granite sign
- Removal of the Garlic Mustard invasive weed all along the trails between Lincoln Park and the Whipple Street entrance
- Wrapping of trees affected by the beaver population gnawing the bark off. This will allow the trees to heal and continue to grow
- Canal cleanup, using canoes and kayaks to dredge the bottom in many areas and to remove trash debris from the waterway
- Refastening GPS signs along all of the major trails, allowing for tree growth without destroying the signs. Also replaced all missing signs to complete the emergency awareness system.

- Trail maintenance and major erosion control measures were implemented along several trails throughout the park.

A most proud highlight in Mine Falls Park this year was the opening of the historic gatehouse. The City and the committee assumed caretaker responsibilities for the gatehouse whenever it was open and we have instituted a program that opens the gatehouse in conjunction with our trail days. Committee members guide tours and answer questions to all who visit. This has been a tremendous success for the City of Nashua. At our last trail day, we had a youth group from Manchester along with Miss New Hampshire, Lindsay Graham of Sandown participate in the cleanup effort while also taking a tour of the gatehouse. As enjoyable as the physical service was, the tour was definitely the highlight of the day.

A motocross track behind Soiffert Field was leveled by the City on the recommendation of the committee, returning that area of the park back to its natural beauty. The City also installed new protective gates at the North 7th Street and the Millyard entrances to the park.

New brochures were designed, printed and prepared for distribution. Many of the committee members frequently pass them out to all they see while in the park. Plans are underway for new signage at all of the entrances to the park as well as outside the park to help guide people to the entrances. Also under consideration for 2010 are some of the following:

- An Ecology/Wildlife Camp
- An Earth Day parade through the park with a school
- Trail Day park tours
- Park Celebration Week for 2010

As noted at the beginning of this report, we are losing a valued member of our committee, Mr. Steven Davis, to retirement. Steve was solely responsible for securing sponsorships for our trail days. These sponsors are local businesses that would commit to donating \$150.00 worth of gift coupons to be used as door prizes for the volunteers in exchange for advertising on t-shirts that were printed specifically for that particular day. Many times, the sponsors would also send help in the form of employee volunteers to participate in the trail day projects. Steve's efforts were invaluable and will be difficult to replace although seeing the same kind of commitment to the mission of the committee from the other members of the committee, I have great confidence that the relationships developed by Steve will indeed be carried on well into the future.

I am very pleased with the committee that has been assembled to advise the Mayor and the Parks and Recreation Department in the City of Nashua on all matters concerning Mine Falls Park and I look forward to continuing these efforts for the City in 2010.

*2009 calendar year report respectfully submitted by
Sean P. Neary, Chairman, Mine Falls Park Advisory Committee*

Nashua School District Annual Report



Dear Fellow Nashua Residents,

As we look ahead to a new decade in our commitment to excellence in public education, we present to the community our 2008-2009 Annual Report and take the opportunity to highlight important accomplishments and challenges from the previous school year. In doing so, we acknowledge that the impressive educational outcomes we report today are tied to the pivotal date of May 19, 2000, when the District broke ground on a much-needed second high school in Nashua. We are now reaping the benefits of our efforts to reform secondary education. At the high school level, we proudly report:

- A continued steady decrease in the drop-out rate, now below the state average
- An increase in the percentage of Nashua North/South graduates attending college
- A record number of North/South students taking Advanced Placement (AP) classes, and at the same time achieving higher average grades on AP exams
- An increase in average Scholastic Aptitude Test (SAT) scores

Despite the nationwide economic crisis and an increasingly diverse population of students in our classrooms, the District has managed to promote educational advancement across the spectrum of grades and move more students toward academic success. In addition to the noted success at the high school level, our youngest students are getting a strong start in elementary school, and we continue to support meaningful change in completing our transition to middle schools.

Over the past four years the District has maintained a sustained effort to improve student achievement in literacy. Because of that focus the proportion of students proficient in reading has increased over the last five years from 73% to 81% at grade 3, and from 61% to 71% at grade 8. In addition, proficiency levels over the last three years at grade 11 have increased from 57% to 73%. This success results from the dedication and leadership of many talented school staff and the support of the Board of Education.

Even as we maintain a focus on literacy, we must now develop and implement a strategic plan for improving student achievement in math and science. We will do so with the same resolve and expectation of success that we brought to our literacy initiative.

While our academic foundation is strong, this has been a difficult year for the School District financially. In July of 2009 the District discovered an unanticipated deficit of \$3.3 million for last fiscal year, followed by a shortfall of \$3.6 million in the current fiscal year. The Board of Education and school administration with the help and support of the entire city have worked hard to place our financial house back in order and regain public trust in our ability to capably manage limited resources. We anticipate our serious financial challenges will continue over the next several years in this difficult economic climate; however, we have no doubt that our staff and students will work to maintain our sound academic foundation within the resources we have available.

Sincerely,

Robert G. Hallowell
President, Board of Education

Mark Conrad
Superintendent

2009 Board of Education

Thomas L. Vaughan	<i>President</i>
Robert G. Hallowell	<i>Clerk</i>
Richard Dowd	
Steven G. Haas	
Dennis Hogan	
John "Jack" Kelley	
William E. Mosher	
Charles Katsohis / Dennis Ryder	
Sandra Ziehm	
Christopher Crawford	<i>Student Member, NHS South</i>

2010 Board of Education

Robert G. Hallowell	<i>President</i>
Steven G. Haas	<i>Clerk</i>
Richard Dowd	
John "Jack" Kelley	
David Murotake	
William E. Mosher	
Dennis Ryder	
Thomas L. Vaughan	
Sandra Ziehm	
Sathvika Reddy	<i>Student Member, NHS North</i>

Nashua School District Administrative Staff

Superintendent

Mark Conrad

Associate Superintendent

Edward Hendry

Chief Operating Officer

Daniel Donovan

Curriculum & Instruction

Althea Sheaff, *Executive Director*

21st Century After-School Program

Sue Almeida, *Director*

Accountability & Assessment

Brian Cochrane, *Director*

Adult & Community Education

Michelle Papanicolau, *Director*

Athletics and Wellness

Scott Insinga, *Acting Director*

Business Services

Julie Simons, *Director*

Career & Technical Education

Marshall Derry, *Director*

Marianne Dustin, *Asst. Director*

District Curriculum Supervisors

Robert Cioppa, *ELL*

Kathy Drolet, *Humanities K-12*

Patricia Burns, *Title I*

Food Services

Jeanette Kimbell, *Director*

Grants/Community Development

Stacy Hynes, *Director*

Human Resources

Dana O'Gara, *Director*

Plant Operations

Shawn Smith, *Director*

Gary Connors

Asst. Dir. Maintenance

Lorne Swindell

Asst. Dir. Energy Conservation

Chris Lessard

Asst. Dir. Safety & Security

Special Education

Eric Schroeder, *Director*

Janice Arcaro, *Assistant Director*

Student Services

John Burruto, *Director*

Technology

Richard Farrenkopf, *Director*

The Phoenix Program

Patricia Place, *Director*

Transportation

David Rauseo, *Director*

School Principals

Pat Snow, Principal
Amherst Street Elementary School
603.594.4385

Kyle Langille, Principal
Bicentennial Elementary School
603.594.4382

Mark Lucas, Principal
Birch Hill Elementary School
603.594.4340

Christine Breen, Principal
Broad Street Elementary School
603.594.4404

Thaiadora Katsos-Dorow, Principal
Charles Katsohis, Interim Principal
Charlotte Avenue Elementary School
603.594.4334

Jane Quigley, Principal
Dr. N. Crisp Elementary School
603.594.4390

Chuck Healey, Principal
Fairgrounds Elementary School
603.594.4318

Janet Valeri, Principal
Ledge Street Elementary School
603.594.4337

Christopher Gosselin, Principal
Main Dunstable Elementary School
603.594.4400

Mary Frances Tintle, Principal
Mt. Pleasant Elementary School
603.594.4331

Jay Harding, Principal
New Searles Elementary School
603.594.4309

Philip Schappler, Principal
Sunset Heights Elementary School
603.594.4387

Colette Valade, Principal
Elm Street Middle School
603.594.4322

John Nelson, Principal
Fairgrounds Middle School
603.594.4393

Paul Asbell, Principal
Pennichuck Middle School
603.594.4308

David Ryan, Principal
Nashua High School North
603.589.6400

Jennifer Seusing, Principal
Nashua High School South
603.589.4311

Strategic Plan Summary

The Road Ahead: 2009-2014 Strategic Plan

Planning for our future, attaining academic success for each student, is the focus of the Nashua School District community. In order to sustain the collective energy behind the development of *The Road Ahead: Strategic Plan 2009-2014*, Superintendent Mark Conrad is embarking on a fall 2009 campaign to introduce the plan's goals and strategies to the community. The shared vision and articulated plan for the future lay the foundation for our work.

What is *The Road Ahead*?

The Road Ahead provides a framework to target resources, both financial and human, to improve student learning and achievement. Ten core values, five priority areas, nine goals, and 35 strategies lie as the foundation of *The Road Ahead*, leading the community toward identified desired results.

Why does the District need a strategic plan?

Nashua is at a crossroads. Today the demands of a steadily growing low socioeconomic status population and a pervasive, technology-rich learning environment bring greater complexity to teaching and learning. *The Road Ahead* sets a direction for the work of the District and engages the community to leverage our considerable strengths, such as our diversity, to bridge disparity and set high expectations for student success despite race, ethnicity, gender, socioeconomic status, limited English proficiency, and disability.

What specific changes have been made as a result of *The Road Ahead*?

The Road Ahead brings focus to seven key District-wide initiatives this year, the inaugural year of the 5-year Plan. *The Road Ahead's* action plan for this first year builds on the District's DINI Plan (District In Need of Improvement) and the subsequent Memorandum of Understanding with the NH Department of Education: improving literacy, using data/assessments in collaborative teacher teams to improve classroom instruction, developing common protocols to intervene with students who are falling behind in achievement, and developing alternative pathways for student learning. At the same time, it articulates a heightened commitment to see these seven initiatives come to fruition strategically.

- 1) Aligning the curriculum with NH Department of Education standards
- 2) Developing a "Kid Grid" (web-based document that captures data related to the physical, emotional, and psychological aspects of a student's growth and development in addition to academic progress) to follow, monitor, and respond to needs of each student
- 3) Implementing RtII (Response to Instruction & Intervention), as an alternative means for addressing needs of struggling students
- 4) Increasing awareness of NH Scholars, Advanced Placement, and Career and Technical Education (CTE) programs and track the value of these high-school programs

- 5) Revising the current Professional Development Master Plan (process and procedures) to maximize supervision and evaluation of faculty and staff
- 6) Working with community members to establish the Nashua Education Foundation
- 7) Revising the budget process to improve transparency, simplicity, and integration of programs

How does *The Road Ahead* foster student achievement?

All initiatives, goals, and strategies are designed to promote student achievement. *The Road Ahead* is designed to cultivate inclusive decision-making and a collaborative work ethic across all schools and disciplines, particularly in budget development. Inherent in *The Road Ahead* is the expectation for continuous improvement in the delivery of good teaching practices and provisions to help each student succeed.

Where can I find more information on *The Road Ahead*?

The Nashua School District website, nashua.edu.

***The Road Ahead* Core Values**

The Road Ahead's ten **Core Values** center on two essential points. We value...

A high-quality education

The purpose of education is the growth and development of children
Education is a child's indisputable right that is accompanied by the responsibility of each student to participate to the best of his/her ability
There is no predetermined limit to what each student can learn
Each student can become a lifelong learner

A community that inspires joy in learning

Each student is entitled to a personalized education in a physical environment that is safe and conducive to learning
Each student will learn best in a nurturing, motivating environment that promotes a sense of belonging
Strong partnerships between educators and parents are critical to the successful education of children
Extensive collaboration of educators and community members promotes an innovative and dynamic school system
Encouraging and supporting leadership at all levels of the organization and the community enhances the vitality and continuous improvement of our school district
Fair treatment, honesty, openness, integrity, and respect are required in an ethical school system

The Road Ahead Goals

Five Priority Areas and Nine Goals:

Ensuring Academic Success for Each Student

- 1) Curriculum, Instruction, and Assessment

Creating a Learning Environment

- 2) Student Support
- 3) School System Culture and Climate

Leading the Learning

- 4) Human Resources and Professional Development
- 5) Organizational Leadership and Human Resources

Making a Difference with Many Voices and Hands

- 6) Communication and Partnerships

Making Learning Accessible

- 7) Technology
- 8) Facilities
- 9) Educational Funding

The Nashua Technology Center

Keeping our District student-centered and focused on student success means keeping our curriculum challenging, engaging, and varied.

The two-year biotechnology program under the Nashua Technology Center is one among many examples of an area of study that helps catapult students' thinking about being college-ready and career-ready. The biotechnology program is one of 15 Nashua Technology Center programs housed at NHS North and NHS South.

Mary Stewart, a former research scientist at MIT and a second-year District teacher and in her second year of teaching biotechnology, says the class gives students great investigative tools. "Students get a lot out of working hands-on, learning from doing, understanding that this is what my textbook says rather than this is what the textbook is referring to."

The study of biotechnology centers on many aspects of science, including biology, agriculture, healthcare, food production, and other fields of medicine including pharmaceuticals. The labs skills learned in the course translate very well into further collegiate study or scientific-work. The biotechnology classroom, housed at NHS North, consists of a lecture/classroom with traditional desks and an adjacent laboratory, equipped with 22 lab stations with investigative equipment, terrariums, and ongoing student research projects.

Currently the class has 16 students enrolled. Every day presents an opportunity for the students to conduct lab work.

Dr. Stewart brings a great deal of firsthand experience in the field to the classroom, having worked as a researcher for a trauma surgeon who was also a professor of immunology at MIT. Dr. Stewart studied how the body responds to trauma, which complemented her early work in biotechnology with local high school teachers and their students while at the University of Texas Southwestern.

The Nashua Technology Center offers courses for students considering careers in the following fields: automotive technology, culinary arts, cosmetology, graphic design, hospitality and tourism, electrical trades, computer networking, construction technology, HVAC, CADD/CAM, health sciences, education, machine technology, video production and broadcasting as well as biotechnology.

For more information on The Nashua Technology Center, logged on to its web site at www.nashua.edu/ntc/Default.htm.

Project SEARCH

Two trail-blazing NHS North students graduated from Project SEARCH this June, two of the five members of the first Project SEARCH graduating class in New England. Project SEARCH, a new, innovative school-to-work program for local high school students with disabilities, links the Nashua School District, St. Joseph Hospital, LinkAbilities (a non-profit devoted to meeting workforce needs and challenges for employers and people with disabilities), New Hampshire Vocational Rehabilitation, The Plus Company, Inc., and Gateways Community Services.

Congratulations to Noelle Hogan and Alexander Pietravalle, both NHS North Class of 2009 graduates. Both started their new professional careers at Dartmouth-Hitchcock Clinic this summer soon after graduation.

Project SEARCH High School Transition Program originated at Cincinnati Children's Hospital Medical Center more than 13 years ago and is now in hospitals nationwide and in England and Australia. Here in Nashua, at St. Joseph Hospital, students spent six months as interns at the hospital, learning skills that will lead them to competitive employment within the healthcare field. St. Joseph Hospital provides classroom space, a welcoming staff, and an unprecedented educational and job training program. Interns have been offered opportunities to learn tasks they would not have been exposed to if confined to their home schools.

Mary McEvoy-Barrett, a District Special Education Teacher, is devoted to the program and oversees student progress and skill development. "Our interns have the opportunity to learn a job by first watching professionals doing the job and then working

beside those professionals to become comfortable with doing the tasks themselves before they are finally independent,” says McEvoy-Barrett.

Currently 22 departments within St. Joseph Hospital serve as intern sites, including oncology, infection control, materials management, sterile processing, foodservice/cafeteria, cardiovascular nursing, orthopedic nursing, and oncology nursing. Students develop professional portfolios at the end of training, which are then presented and reviewed by Project SEARCH Business Advisory Council.

“Our interns have become confident in performing tasks that they never thought they could do,” explains Mary McEvoy-Barrett. “A young man currently working in Central Sterile Reprocessing was unable to perform many of the tasks when provided with them in the classroom but he insisted that he wanted to work there. The staff in Central Sterile Processing worked with this young man until he was able to perform all the tasks required of the job and he now performs them better than previous interns.”

Mary McEvoy-Barrett cited another young man who is making remarkable progress. This young man is shy and awkward around strangers but was assigned to the oncology department where interacting with patients throughout the work day is required. With the assistance of his co-workers and a job coach, he was able to learn to talk to and wait on patients as well as interact with his co-workers. He now returns to that department on a regular basis to say “hi” and have lunch.

This year 10 students, including three NHS South students, are enrolled in Project SEARCH.

School Nurses: Heroes Without Capes

The District’s school nurses deserve a hearty thank you from all of us. Three medical issues converged at once last year with significant added consequences for our students and, consequently, for our school nurses: change in Tdap and varicella immunization requirements, H1N1, and a pilot school-based seasonal flu clinic held late September 2009 at seven of our schools: Amherst Street Elementary, Dr. Crisp Elementary, Fairgrounds Elementary, Mt. Pleasant Elementary, Elm Street Middle, The Phoenix Program, and Nashua High School South.

As we all know, school nurses are responsible for the health and safety of our students while they are in school. The demand for their services is great; in fact, most months find our school nurses collectively handling up to 90,000 visits from students. Thank you to our school nurses for their dedicated service.

Top Ten

Nashua High School North

Class of 2009 Top Ten

- Valedictorian Gregory Hindy *Yale University*
Salutatorian Joshua Enxing *Boston University*
3. Laura Franzini, *Emerson College*
4. Sant Vangavolu, *Northeastern University*
5. Yujie Wu, *Wellesley College*
6. Alexandra Eicher, *University of New Hampshire*
7. Aviv Brest, *Worcester Polytechnic Institute*
8. Rebecca Powell, *Grinnell College (Iowa)*
9. Lisa Hansen, *Plymouth State University*
10. Joshua Plante, *Hofstra University*

Nashua High School South

Class of 2009 Top Ten

- Valedictorian Alexandra Chen *Harvard University*
Salutatorian Nathanael Chartier *Saint Anselm College*
3. Mayesha Quasem, *University of NY-Binghamton*
4. Stephan Trahan, *University of Mass. Amherst*
5. Jonathan Preminger, *Johns Hopkins University*
6. Stephanie Phillis, *Brandeis University*
7. Nicole Boire, *Tufts University*
8. Ambica Sastry, *Washington University in St. Louis*
9. Christopher Mentas, *Northeastern University*
10. Marjorie Kasten, *Wellesley College*

Academic Awards and Honors

Tanya Ackerman, Bicentennial Elementary School, Hillsborough County Conservation District Teacher of the Year

Deborah Kneeland, Birch Hill Elementary School music teacher, 2009 Lions Club Teacher of the Year

Samuel Morton, Charlotte Avenue Elementary School fourth grader, placed second in the juried Crayola Annual Online Art Exhibition. His drawing, titled *The Picasso Lumberjack*, was judged among thousands of other submissions from across the country.

Leslie Anton, NHS North French teacher, No Bell Awardee, selected by the Class of 2009 National Honor Society members

Emilie Arenburg, Megan Carignan, Daniela Gamba, Sara Haque, Meaghan O'Neill,

Jhane Thomas, Emmalynn Wilson, Elm Street Middle School art students, 2009 NH Scholastic Art Awards

Anne Delaney, Birch Hill Elementary volunteer, NHPIC 2008 Outstanding School Volunteer of the Year

Rachael Davis, NHS North senior, National Merit Scholarship finalist

Victor Luu, NHS North sophomore, scored in the top 1% on the Mathematical Association of America's mathematic competition exam, advancing to take the American Invitational Mathematics Exam (AIME)

Mimi Levesque, Daniel Miller, Steven Ogden, Matthew Petz, Mariah Rezendes, NHS North art students, winners of the 2009 NH Scholastic Art Awards

Eric Berthume, Amanda Bottieri, Mary Cook, Nickie Dubick, Hillary Erb, Lisa Hansen, Samantha Kwan, Henry Goodwin, Tim Marquis, Dan McDonald, Katie Paulaski, Rebecca Tarr, NHS North students, selected to the NH Music Educators' Association (NHMEA) Jazz All-State and All-State Music Festivals

Aviv Brest, Gregory Hindy, Brian Jiang, Amritha Mangalat, Joshua Plante, NHS North students, Commended Students in the 2009 National Merit Scholarship Program

Rachel Davis, Jay Kernan, NHS North students, 2009 National Merit Scholarship Semifinalists

Christopher Andrews, Jennifer Burnham, David Cohen, Matt Kirby, Casey Wade, Hayley Zedeck, NHS North students, College Accounting and Financial Services classes, placed in the New Hampshire Junior Achievement (JA) Titan Competition at Southern New Hampshire University

Alexander Chen, NHS South Class of 2009, 2009 U.S. Presidential Scholars Program Semifinalist

Nelson Horsley, Pranathi Kaki, Jessica Lehman, Neha Manohar, Anand Sastry, Nathan Utterback, Chuyue Wei, NHS South Class of 2010, Commended Students in the 2009 National Merit Scholarship Program

NHS South NH DECA (Distributive Education Clubs of America) Teammates competed in national competition in Anaheim, California

Courtney Erickson and Kaleigh Heinhold, NHS South juniors, accepted into Art AllState

Dina Akel, Omar Akel, Nilam Bhavsar, Alexander Chen, Sonya Chen, Cameron Deschenes, Vignesh Dharmajan, Mayank Dubey, Avani Duggaraju, Paul Galvin, Pranathi Kaki, Sama Kadakia, Sessa Kadakia, Kavin Kang, Sravani Kumar, Neha

Manohar, Shaun Marshall, Janki Patel, Smit Patel, Anand Sastry, Ramya Swamy, Rohit Swamy, Nate Utterback, NHS South Math Team Mathletes, NH Math Meet State Champions

John Adie, Dan Alberts, Alice Antunes, Nate Chartier, Chris Humber, Marjorie Kasten, Shaun Marshall, Jesse Parent, Ashley Perry, Carolyn Regula, Amy St. Louis, Ambica Sastry, Anand Sastry, Glenn Sweeney, Ruth Wendel, NHS South students, selected to the NH Music Educators' Association (NHMEA) Jazz All-State and All-State Music Festivals

Brandon Ossinger, NHS South student, College Accounting and Financial Services classes, placed in the New Hampshire Junior Achievement (JA) Titan Competition at Southern New Hampshire University

NHS South Panthers at Work Team winner of the 2008 Spirit of New Hampshire Award for Volunteerism

Nicole Boire, Nathanael Chartier, Jonathan Preminger, Mayesha Quasem, NHS South students, Commended Students in the 2009 National Merit Scholarship Program

Ambica Sastry, Alexander Chen, NHS South students, 2009 National Merit Scholarship Semifinalists

Athletic Awards and Honors

NHS South Track Team wins Class L State Championship

Michael Grillakis, NHS South senior, 215-pound division champion at the Meet of Champions, advanced to the New England Interscholastic Wrestling Championship in New Haven, CT

David Zocco, NHS South senior, Gatorade 2008 NH Football Player of the Year

NHS South Football Team wins Class L State Championship

Nashua at a Glance

Second Largest School District in the State

Number of Employees	1971
Number of Teachers	914
Bachelors	336
Bachelors +30	78
Masters	391
Masters +30	105
Doctorates	4
Student Enrollment as of 11.19.2010	12,406

Number of 2009 National Merit Commended and Semifinalist Scholars

NHS North: 6 NHS South: 6

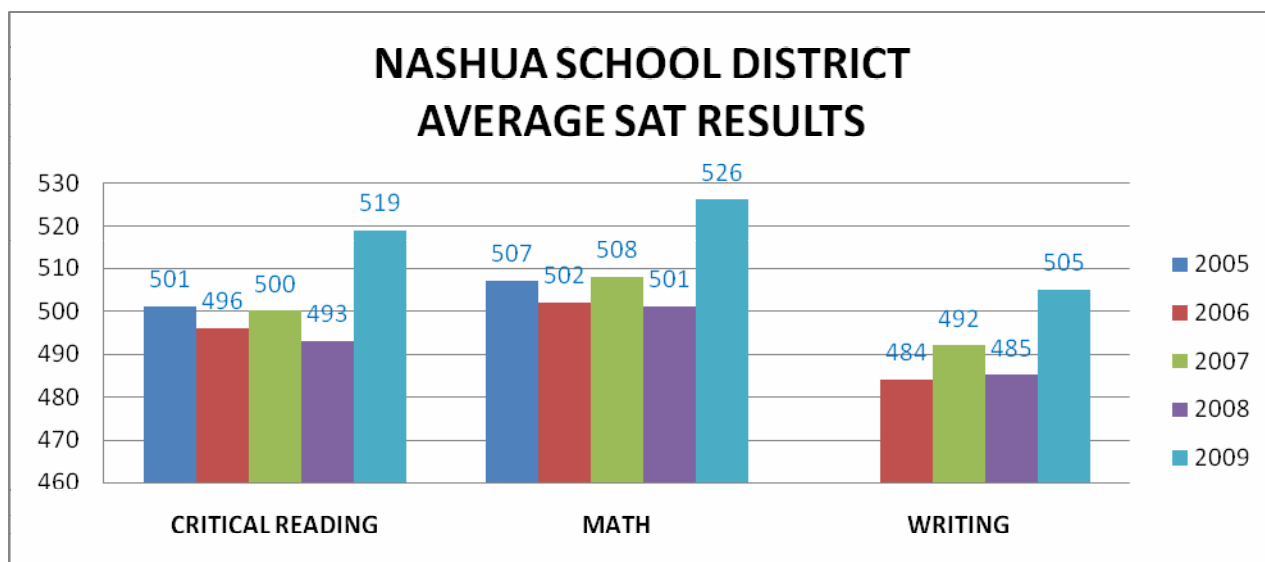
Number of Special Education Students 1,823

Number of ELL (English Language Learners) 942
(grades 1 through 12)

Percent of Students Receiving Free/
Reduced-Price Meals 38%

Number of Class of 2009 Graduates
NHS North 425
NHS South 475
Adult & Community Education Program 88

Percent of Students Pursuing Post-Secondary Education
NHS North 78%
NHS South 79%
Adult & Community Education Program 47%



The Nashua School District, in collaboration with parents and in partnership with the community, is committed to providing a high quality, personalized education to all students in a safe, nurturing, and motivating environment dedicated to helping each student become a responsible, productive member of a rapidly changing society.

Nashua School District Mission Statement

RESOLUTIONS

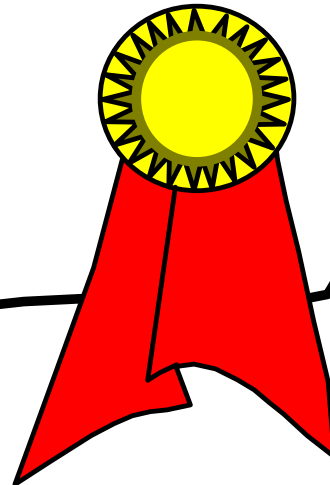
Passed by the

***BOARD OF
ALDERMEN***

July 1, 2008

through

June 30, 2009



R-08-70

APPROVING A THREE-YEAR AGREEMENT WITH ENVIRONMENTAL RESOURCE RETURN CORPORATION ("ERRCO") AND LL&S, INC. FOR CONSTRUCTION AND DEMOLITION WASTE DIVERSION

R-08-72

APPROVING A TWO-YEAR AGREEMENT WITH CITIZENS BANK FOR BANKING, INVESTMENT, AND CASH MANAGEMENT SERVICES

R-08-77

AUTHORIZING THE NEGOTIATION AND EXECUTION OF AGREEMENTS CONVEYING PROPERTY ON GILSON ROAD FROM THE STATE OF NEW HAMPSHIRE TO THE CITY WITH ACTIVITY AND USE RESTRICTIONS AND A CONCURRENT AGREEMENT FOR MONITORING AIR QUALITY

R-08-87

RELATIVE TO THE APPROPRIATION OF \$1,400,000 FROM ACCOUNT 299-00 "UNDESIGNATED FUND BALANCE" (FY 2009) INTO TWO CITY BUILDING ACCOUNTS

R-08-93

DECLARING A MUNICIPAL SPECIAL ELECTION TO FILL A VACANCY ON THE CITY OF NASHUA BOARD OF EDUCATION, ESTABLISHING THE TIME PERIOD FOR FILING NOMINATION PETITIONS, ESTABLISHING POLLING TIMES AND ISSUING PRECEPTS TO THE SELECTMEN OF THE CITY WARDS

R-08-94

RELATIVE TO THE RE-APPROPRIATION OF A FISCAL YEAR 2009 ESCROW FOR CAPITAL IMPROVEMENTS TO THE LEASED PROPERTY AT 440 AMHERST STREET (ACADEMY OF LEARNING AND TECHNOLOGY)

R-08-95

RELATIVE TO THE RE-APPROPRIATION OF A FISCAL YEAR 2009 ESCROW FOR FUEL MANAGEMENT SOFTWARE

R-08-96

RELATIVE TO THE RE-APPROPRIATION OF A FISCAL YEAR 2009 ESCROW FOR INTELLIGOV SOFTWARE

R-08-99

AUTHORIZING THE ACCEPTANCE OF LAND AND BUILDING LOCATED AT 6 MAIN STREET (HUNT BUILDING) FROM THE BOARD OF TRUSTEES OF THE PUBLIC LIBRARY OF THE CITY OF NASHUA

The preceding Resolutions were passed July 08, 2008

Steven A. Bolton, President

Approved, July 10, 2008

Donnalee Lozeau, Mayor

R-08-88

RELATIVE TO THE TRANSFER OF \$78,000 FROM EXPENDABLE TRUST FUND ACCOUNT 981-5326 "PORTABLE CLASSROOMS" INTO ACCOUNT 681-34 "CAPITAL IMPROVEMENT – SCHOOL PORTABLE CLASSROOMS"

R-08-90

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$44,500 FROM THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION INTO SPECIAL REVENUE ACCOUNT #353-9123 "SAFE ROUTES TO SCHOOL – LEDGE STREET"

R-08-91

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$134,000.00 FOR FY2009 & \$110,000.00 FOR FY2010 INTO SPECIAL REVENUE ACCOUNT #342-6434 "GATE CITY HEALTH & WELLNESS IMMIGRANT INTEGRATION INITIATIVE" FROM THE NH ENDOWMENT FOR HEALTH

R-08-92

RELATIVE TO THE TRANSFER OF \$500 FROM ACCOUNT #511-94010 "CITISTAT – EDUCATIONAL ASSISTANCE" INTO ACCOUNT #511-91005 "CITISTAT-TRAVEL, LOCAL-MILEAGE

R-08-97

AUTHORIZING THE SUBMISSION OF AN APPLICATION FOR THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SECTION 108 LOAN GUARANTEE PROGRAM

R-08-98

RELATIVE TO THE RE-APPROPRIATION OF FISCAL YEAR 2009 ESCROWS

The preceding Resolutions were passed August 12, 2008

Steven A. Bolton, President

Approved, August 15, 2008

Donnalee Lozeau, Mayor

R-08-54

RELATIVE TO THE TRANSFER OF \$25,000 FROM ACCOUNT #545-99995 "WELFARE COSTS-ADJUSTMENTS" AND \$475,000 FROM ACCOUNT #507-99995 "PENSIONS-ADJUSTMENTS" INTO ACCOUNT #593-87005 "CAPITAL EQUIPMENT RESERVE"

R-08-58

ESTABLISHING THE USE OF FUND BALANCE FOR TAX RATE

R-08-101

CALLING FOR THE PREPARATION OF A REQUEST FOR PROPOSALS TO PURCHASE THE FORMER FIRE STATION LOCATED AT 38 ARLINGTON STREET

R-08-103

RELATIVE TO THE TRANSFER OF \$7,000 FROM ACCOUNT 591-86005 "GENERAL CONTINGENCY" INTO VARIOUS CITY CLERK ACCOUNTS TO COVER EXPENSES FOR THE MUNICIPAL SPECIAL ELECTION ON SEPTEMBER 9, 2008

R-08-105

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA SCHOOL CUSTODIAN UNION, LOCAL 365/COUNCIL 93 AFSCME, AFL-CIO, FROM JULY 1, 2006 THROUGH JUNE 30, 2011

R-08-107

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF POLICE COMMISSIONERS AND NASHUA POLICE COMMUNICATION EMPLOYEES N.E.P.B.A. LOCAL 125, I.U.P.A., AFL-CIO FROM JULY 1, 2005 THROUGH JUNE 30, 2010

R-08-108

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS' UNION, LOCAL #1044 AFT, AFL-CIO, UNIT B PARAPROFESSIONALS, FROM SEPTEMBER 1, 2008 THROUGH JUNE 30, 2012

R-08-109

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$10,000 FROM THE COUNTY OF HILLSBOROUGH INTO SPECIAL REVENUE ACCOUNT #332-6308 TO OPERATE A REGIONAL JUVENILE FIRE INTERVENTION PROGRAM

R-08-112

ESTABLISHING AN EXPENDABLE TRUST FUND TO ACCEPT DONATIONS FOR THE PURPOSE OF FUNDING EXPENSES ASSOCIATED WITH THE DOWNTOWN NASHUA RIVERWALK

The preceding Resolutions were passed September 09, 2008

Steven A. Bolton, President

Approved, September 12, 2008

Donnalee Lozeau, Mayor

R-08-110

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO A TOWER COMMUNICATIONS SITE LEASE AGREEMENT WITH METROPCS MASSACHUSETTS AT MINE FALLS PARK (10 WHIPPLE STREET)

R-08-111

AUTHORIZING THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF THIRTY-SEVEN MILLION SIX HUNDRED THOUSAND DOLLARS (\$37,600,000) FOR THE DESIGN AND CONSTRUCTION OF THE BROAD STREET PARKWAY PROJECT

The preceding Resolutions were passed September 23, 2008

Steven A. Bolton, President

Approved, September 29, 2008

Donnalee Lozeau, Mayor

R-08-121

APPROVING AN AMENDMENT TO THE CONCESSION AGREEMENT BETWEEN THE CITY OF NASHUA AND AMERICAN DEFENDERS OF NEW HAMPSHIRE, LLC

R-08-122

APPROVING THE ASSIGNMENT OF THE "CONCESSION AGREEMENT" AND ALL AMENDMENTS THERETO, BETWEEN THE CITY OF NASHUA AND NASHUA PROFESSIONAL BASEBALL LEAGUE, LLC TO THE AMERICAN DEFENDERS OF NEW HAMPSHIRE, LLC

The preceding Resolutions were passed September 25, 2008

Steven A. Bolton, President

Approved, September 29, 2008

Donnalee Lozeau, Mayor

R-08-118

AUTHORIZING THE LEASE OF A CITY-OWNED PARCEL OF LAND ON PINE STREET (LOT 85-102), APPROXIMATELY 10,068 SQUARE FEET, TO PALM SQUARE, LLC, AND AUTHORIZING THE CITY TO LEASE FROM PALM SQUARE, LLC, A PARCEL OF LAND ON ASH STREET TO BE KNOWN AS LOT 83-158, APPROXIMATELY 8,539 SQUARE FEET

The preceding Resolution was passed October 14, 2008

Steven A. Bolton, President

Approved, October 17, 2008

Donnalee Lozeau, Mayor

R-08-113

SUBMITTING A FISCAL YEAR 2009 EDUCATIONAL AND GOVERNMENTAL ACCESS CHANNELS BUDGET

R-08-115

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO A PARKING LOT LEASE AGREEMENT WITH SOUTHERN NEW HAMPSHIRE MEDICAL CENTER

R-08-116

AUTHORIZING THE TRANSFER OF \$12,500 FROM FY2008 CDBG CONTINGENCY FUNDS INTO CDBG ACCOUNT 374-07256-7108 "TOLLES STREET MISSION"

R-08-117

RELATIVE TO THE TRANSFER OF \$550 FROM ACCOUNT #502-49025 "LEGAL DEPARTMENT, BOOKS AND PUBLICATIONS" INTO ACCOUNT #502-31050 "LEGAL DEPARTMENT, PAGER/PORTABLE COMMUNICATIONS"

The preceding Resolutions were passed October 14, 2008

Steven A. Bolton, President

Approved, October 19, 2008

Donnalee Lozeau, Mayor

R-08-100

AMENDING THE USE OF FUNDING BY THE GREATER NASHUA COUNCIL ON ALCOHOLISM IN THE FISCAL YEAR 2004 COMMUNITY DEVELOPMENT BLOCK GRANT

The preceding Resolution was passed October 14, 2008

Steven A. Bolton, President

Took Effect 7 Days After Passage Without the Mayor's Signature

October 22, 2008

R-08-119

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$18,000 FROM HILLSBOROUGH COUNTY AS WELL AS CONTRIBUTIONS FROM AREA TOWNS AND OTHER MISCELLANEOUS REVENUES INTO SPECIAL REVENUE ACCOUNT #341-6406 "MEDIATION COMMUNITY EDUCATION SERVICES"

R-08-120

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$77,576 FROM THE UNITED STATES DEPARTMENT OF JUSTICE INTO SPECIAL REVENUE ACCOUNT #331-6261 "JUSTICE ASSISTANCE GRANT 2008 (MULTI-JURISDICTIONAL)"

R-08-126

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$46,920 FROM THE STATE OF NEW HAMPSHIRE HEALTH AND HUMAN SERVICES DEPARTMENT INTO SPECIAL REVENUE ACCOUNT #341-6435 "CITIES READINESS INITIATIVE (CRI) GRANT III"

R-08-127

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$40,175 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO SPECIAL REVENUE ACCOUNT 331-6262 "NH DRUG TASK FORCE 2009" AND TO AUTHORIZE THE TRANSFER OF \$15,000 FROM ACCOUNT 591-86607 "CONTINGENCY – POLICE GRANTS" INTO SAID SPECIAL REVENUE ACCOUNT

R-08-128

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$1,000 FOR FY2009 INTO SPECIAL REVENUE ACCOUNT #342-6405 FOR A "VOTE & VACCINATE" GRANT FROM THE GRANITE STATE IMMUNIZATION PARTNERSHIP

R-08-132

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$10,290 FROM THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF SAFETY, DIVISION OF HOMELAND SECURITY INTO SPECIAL REVENUE ACCOUNT #332-6328 "HOMELAND SECURITY-FY07 HAZMAT GRANT"

R-08-133

RESCINDING RESOLUTION R-06-59, WHICH APPROVED THE DOG PARK PROPOSAL FROM THE NASHUA DOG OWNERS GROUP AND THE LEASE OF CITY LAND ON GRAND AVENUE (LOT #121-93)

The preceding Resolutions were passed October 28, 2008

Steven A. Bolton, President

Approved, October 29, 2008

Donnalee Lozeau, Mayor

R-08-114

REQUESTING THE PLANNING BOARD AMEND THE DOWNTOWN MASTER PLAN BY REMOVING THE DISCUSSION OF THE EXTENSION OF THE HENRI A. BURQUE HIGHWAY THROUGH A RESIDENTIAL NEIGHBORHOOD AND ACROSS THE MERRIMACK RIVER

The preceding Resolution was passed October 28, 2008

Steven A. Bolton, President

Approved, November 03, 2008

Donnalee Lozeau, Mayor

R-08-23

CHANGING THE PURPOSE OF THE REMAINING UNEXPENDED BOND PROCEEDS IN ACCOUNT #757-3729 "PARKING FACILITY RENOVATIONS/IMPROVEMENTS"

R-08-123

RELATIVE TO THE TRANSFER OF \$200 FROM ACCOUNT #573-49075 "ECONOMIC DEVELOPMENT-MISCELLANEOUS SUPPLIES" INTO NEW ACCOUNT #573-41015 "ECONOMIC DEVELOPMENT-OFFICE SUPPLIES"

R-08-124

RELATIVE TO THE TRANSFER OF \$42,974 FROM ACCOUNT #597-86605 "CONTINGENCY-NEGOTIATIONS" INTO ACCOUNT #531-11900 "POLICE-PAYROLL ADJUSTMENTS"

R-08-125

RELATIVE TO THE TRANSFER OF \$102,893 FROM ACCOUNT #597-86605 "CONTINGENCY-NEGOTIATIONS" INTO ACCOUNT #531-11900 "POLICE-PAYROLL ADJUSTMENTS"

R-08-129

RELATIVE TO THE TRANSFER OF \$174,456 FROM ACCOUNT #597-86608 "CONTINGENCY – NEGOTIATIONS, SCHOOL" INTO ACCOUNT #581-18002 "SCHOOL DEPARTMENT – PAYROLL, RESERVE – CONTRACTS"

R-08-130

RELATIVE TO THE TRANSFER OF \$107,075 FROM ACCOUNT #597-86605 "CONTINGENCY-NEGOTIATIONS" INTO ACCOUNT #575-11900 "LIBRARY-PAYROLL ADJUSTMENTS"

R-08-131

RELATIVE TO THE TRANSFER OF \$141,594 FROM ACCOUNT #597-86608 "CONTINGENCY – NEGOTIATIONS, SCHOOL" INTO ACCOUNT #581-18002 "SCHOOL DEPARTMENT – PAYROLL, RESERVE – CONTRACTS"

R-08-134

RELATIVE TO THE TRANSFER OF \$6,000 FROM ACCOUNT #591-86005 "CONTINGENCY-GENERAL" INTO ACCOUNT #505-81039 "CIVIC & COMMUNITY ACTIVITIES-HUMANE SOCIETY SERVICES"

The preceding Resolutions were passed November 12, 2008

Steven A. Bolton, President

Approved, November 17, 2008

Donnalee Lozeau, Mayor

R-08-80

AUTHORIZING A MUNICIPAL AGREEMENT WITH THE STATE OF NEW HAMPSHIRE TO MUNICIPALLY MANAGE THE BROAD STREET PARKWAY PROJECT AND PROVIDE THE REQUIRED LOCAL FUNDS

R-08-135

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$20,000 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF RESOURCES AND ECONOMIC DEVELOPMENT INTO SPECIAL REVENUE ACCOUNT #373-6800 "TELECOM GROWTH PROGRAMS MATCHING GRANT"

R-08-138

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$2,000 FROM THE NASHUA GRACE FELLOWSHIP CHURCH INTO SPECIAL REVENUE ACCOUNT #342-6434 "GATE CITY HEALTH & WELLNESS IMMIGRANT INTEGRATION INITIATIVE"

R-08-139

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF REIMBURSEMENT BASED GRANTS FROM FEMA (FEDERAL EMERGENCY MANAGEMENT AGENCY) WHICH ARE REIMBURSEMENTS FOR NON-BUDGETED PERSONNEL EXPENSES SPECIFICALLY RELATED TO RESPONSE AND RECOVERY EFFORTS IN DISASTERS

R-08-143

ESTABLISHING AN EXPENDABLE TRUST FUND TO ACCEPT DONATIONS FOR THE PURPOSE OF FUNDING THE PURCHASE AND INSTALLATION OF A FIELD LIGHTING SYSTEM AT THE NORTH COMMON BASEBALL FIELD

R-08-144

RELATIVE TO THE TRANSFER OF \$56,844 FROM ACCOUNT #591-86007 "CONTINGENCY – GENERAL POLICE GRANTS" INTO ACCOUNT #531-11555 "POLICE DEPARTMENT – PAYROLL, POLICE PATROLMAN"

R-08-145

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$8,000 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES INTO SPECIAL REVENUE ACCOUNT #341-6436 "SUPPORT SERVICES FOR THE MEDICAL RESERVE CORPS"

R-08-146

RELATIVE TO THE TRANSFER OF \$16,800 FROM VARIOUS ACCOUNTS INTO ACCOUNT #501-11470 "CITIZEN SERVICES, MAYOR'S OFFICE" TO FUND THE CITIZEN SERVICES RESOURCE COORDINATOR POSITION

R-08-147

RELATIVE TO THE TRANSFER OF \$500,000 FROM ACCOUNT #593-87005 "CAPITAL EQUIPMENT RESERVE FUND" INTO ACCOUNT #699-07 "WATER SUPPLY ACQUISITION"

The preceding Resolutions were passed December 09, 2008

Steven A. Bolton, President

Approved, December 15, 2008

Donnalee Lozeau, Mayor

R-08-140

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$33,472 FROM THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION INTO SPECIAL REVENUE ACCOUNT #353-9124 "SAFE ROUTES TO SCHOOL – BIRCH HILL"

R-08-141

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE AMOUNT OF \$28,781 FROM THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION INTO SPECIAL REVENUE ACCOUNT #353-9126 "SAFE ROUTES TO SCHOOL – BICENTENNIAL"

R-08-142

AUTHORIZING THE TRANSFER OF \$2,900 FROM FY2008 CDBG CONTINGENCY FUNDS INTO CDBG ACCOUNT 374-07256-7108 "TOLLES STREET MISSION:"

The preceding Resolutions were passed December 23, 2008

Steven A. Bolton, President

Approved, December 24, 2008

Donnalee Lozeau, Mayor

R-08-148

AUTHORIZING THE CITY OF NASHUA TO ENTER INTO A LEASE AGREEMENT WITH RIVERSIDE PROPERTIES OF NASHUA, INC.

R-08-149

AUTHORIZING THE EXCHANGE OF A PORTION OF A PARCEL ON RIVERSIDE STREET (LOT E-1359), APPROXIMATELY 1.25 ACRES, FOR A PORTION OF A PARCEL AT 583 WEST HOLLIS STREET (LOT E -1358), APPROXIMATELY .58 ACRES, OWNED BY BELMAR/PAG LIMITED PARTNERSHIP, OTHERWISE KNOWN AS PRATT HOMES; AND AUTHORIZING THE MAYOR TO NEGOTIATE A LEASE AGREEMENT WITH THE YMCA FOR A PORTION OF THE PARCEL ON RIVERSIDE STREET (LOT E-1359)

R-08-150

AUTHORIZING THE TRANSFER OF \$30,000 FROM ACCOUNT 374-07990-7108 "FY2008 CDBG CONTINGENCY" INTO CDBG ACCOUNT 374-07035-7108 "EMERGENCY HOME REPAIRS"

R-09-154

EXTENDING CONGRATULATIONS TO THE NASHUA PAL FORCE PEE WEES 11
AND UNDER CHEERLEADING SQUAD

R-09-155

EXTENDING CONGRATULATIONS TO THE NASHUA PAL FORCE 13 YEAR OLD
SPIRIT SQUAD

The preceding Resolutions were passed January 27, 2009

Steven A. Bolton, President

Approved, February 02, 2009

Donnalee Lozeau, Mayor

R-09-151

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF PAST AND FUTURE
LEASE PAYMENTS FOR PROPERTIES ACQUIRED FOR THE BROAD STREET
PARKWAY PROJECT AND THE ACCEPTANCE AND APPROPRIATION OF
\$30,507,000 FROM THE FEDERAL HIGHWAY ADMINISTRATION INTO CAPITAL
PROJECT FUND. ACCOUNT #753-3740 "BROAD STREET PARKWAY
CONSTRUCTION PROJECT"

R-09-152

APPROVING A MUNICIPAL SOFTWARE AGREEMENT WITH AVITAR ASSOCIATES
OF NEW ENGLAND, INC.

R-09-156

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS IN THE
AMOUNT OF \$63,125 OBTAINED FROM THE STATE OF NEW HAMPSHIRE INTO
SPECIAL REVENUE ACCOUNT 331-6264 "2009 VIOLENCE AGAINST WOMEN
GRANT PROGRAM" AND TO AUTHORIZE THE TRANSFER OF \$38,019 FROM
ACCOUNT 591-86007 "CONTINGENCY – POLICE GRANTS" INTO SAID SPECIAL
REVENUE ACCOUNT

R-09-157

AMENDING THE PURPOSE OF A PORTION OF THE FY2009 CDBG FUNDS
APPROVED FOR THE NASHUA POLICE ATHLETIC LEAGUE

R-09-159

EXTENDING CONGRATULATIONS TO THE NASHUA PAL FORCE JUNIOR PEE
WEE SQUAD

R-09-160

EXTENDING CONGRATULATIONS TO THE NASHUA PAL CROSS COUNTRY
BANTAM GIRLS TEAM

R-09-161
EXTENDING CONGRATULATIONS TO THE NASHUA PAL CROSS COUNTRY
BANTAM BOYS TEAM

The preceding Resolutions were passed February 10, 2009
Steven A. Bolton, President
Approved, February 12, 2009
Donnalee Lozeau, Mayor

R-09-153
AUTHORIZING THE CONVEYANCE OF A DISCONTINUED PORTION OF EDSON
STREET TO STEPHEN J. BONNETTE AND JOAN E. BONNETTE AND MARY J.
DALY, TRUSTEE, MARY J. DALY REVOCABLE TRUST

R-09-162
APPROVING A FIRST AMENDMENT TO A CONTRACT FOR SERVICES WITH THE
HUMANE SOCIETY FOR GREATER NASHUA CORPORATION

R-09-164
EXTENDING CONGRATULATIONS TO THE NASHUA ELKS CRUSADERS MIDGET
SPIRIT SQUAD

The preceding Resolutions were passed February 24, 2009
Steven A. Bolton, President
Approved, February 25, 2009
Donnalee Lozeau, Mayor

R-09-166
SUPPORTING THE FUNDING OF PUBLIC
(P-CHANNEL) COMMUNITY ACCESS TELEVISION SERVICES IN THE FY2010 CITY
ANNUAL BUDGET

R-09-171
RELATIVE TO THE TRANSFER OF \$22,000 FROM VARIOUS DEPARTMENTAL
ACCOUNTS INTO ACCOUNT #523-53025 "GIS DEPARTMENT – CONSULTING
SERVICES"

The preceding Resolutions were passed March 10, 2009
Steven A. Bolton, President
Approved, March 12, 2009
Donnalee Lozeau, Mayor

R-09-165
NAMING THE UPPER FIELD/MINOR LEAGUE FIELD AT LINCOLN PARK "MICHAEL
P. ZAPENAS FIELD"

R-09-167

AUTHORIZING THE TRANSFER OF \$14,500 FROM FY2009 CDBG CONTINGENCY FUNDS INTO CDBG ACCOUNTS 374-07476-7108 AND 374-07476-7109 "NASHUA CENTER FOR THE MULTIPLY HANDICAPPED (NCMH) – ROOF REPAIR"

R-09-173

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE MAYOR AND THE BOARD OF FIRE COMMISSIONERS OF THE CITY OF NASHUA, NEW HAMPSHIRE, AND LOCAL #789, INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS, FROM JULY 1, 2006 THROUGH JUNE 30, 2011

The preceding Resolutions were passed March 24, 2009

Steven A. Bolton, President

Approved, March 27, 2009

Donnalee Lozeau, Mayor

R-09-163

RESCINDING THE SPECIAL REVENUE FUND FOR DISASTER LIFE SUPPORT COURSE FEES CREATED BY R-04-115 AND TRANSFERRING OWNERSHIP OF EQUIPMENT AND SUPPLIES TO THE GREATER NASHUA MEDICAL RESERVE CORPS

R-09-172

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$1,360,232 FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT INTO SPECIAL REVENUE ACCOUNT #341-6414 "HOPWA GRANT"

The preceding Resolutions were passed March 24, 2009

Steven A. Bolton, President

Took Effect 7 Days After Passage Without the Mayor's Signature

April 1, 2009

R-09-168

AUTHORIZING THE BUSINESS AND INDUSTRIAL DEVELOPMENT AUTHORITY TO ENTER AGREEMENTS FOR THE SALE AND REDEVELOPMENT OF CERTAIN PARCELS OF LAND OWNED BY THE CITY

R-09-170

RELATIVE TO THE TRANSFER OF \$17,800 FROM ACCOUNT #591-86005 "CONTINGENCY – GENERAL" INTO ACCOUNT #552-59040 "PARKS & RECREATION – FIELD DAY AND FIREWORKS"

R-09-174

RELATIVE TO THE MAYOR SUBMITTING AN APPLICATION FOR A SHORELAND EXEMPTION AS PROVIDED FOR IN RSA 483-B:12 FOR SELECTED AREAS IN THE CITY OF NASHUA, PRIMARILY IN DOWNTOWN ALONG THE NASHUA RIVER AND NASHUA CANAL WHICH ARE PROTECTED UNDER THE COMPREHENSIVE SHORELAND PROTECTION ACT (CSPA)

R-09-177

AUTHORIZING THE MAYOR TO APPLY FOR, ACCEPT AND APPROPRIATE UP TO \$5,900,000 FROM THE NEW HAMPSHIRE COMMUNITY DEVELOPMENT FINANCE AUTHORITY UNDER THE NEIGHBORHOOD STABILIZATION PROGRAM

R-09-178

HONORING THE NEW HAMPSHIRE GATEWAY CHAPTER OF THE AMERICAN RED CROSS

The preceding Resolutions were passed April 14, 2009

Steven A. Bolton, President

Approved, April 17, 2009

Donnalee Lozeau, Mayor

R-09-176

AUTHORIZING THE MAYOR AND CITY TREASURER TO BORROW AN AMOUNT NOT TO EXCEED FIFTY-ONE MILLION THREE-HUNDRED TWENTY-FIVE THOUSAND DOLLARS (\$51,325,000) THROUGH THE ISSUANCE OF BONDS AND/OR A LOAN THROUGH THE NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES STATE REVOLVING LOAN FUND FOR EXPENSES RELATED TO THE WET WEATHER FACILITY AND THE DISINFECTION FACILITY

R-09-179

RELATIVE TO THE TRANSFER OF \$909,163 FROM ACCOUNT 597-86605 "CONTINGENCY – NEGOTIATIONS" INTO ACCOUNT 532-11900 "FIRE DEPARTMENT – PAYROLL ADJUSTMENTS"

R-09-180

AMENDING THE PURPOSE OF A FISCAL YEAR 2009 ESCROW FOR THE ECONOMIC DEVELOPMENT DEPARTMENT

R-09-182

APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN THE NASHUA BOARD OF EDUCATION AND THE NASHUA TEACHERS UNION LOCAL #1044, AFT, AFL-CIO, UNIT C – SECRETARIES FROM JULY 1, 2009 THROUGH JUNE 30, 2011

R-09-184
RECOGNIZING RIVIER COLLEGE

The preceding Resolutions were passed April 28, 2009

Steven A. Bolton, President

Approved, April 30, 2009

Donnalee Lozeau, Mayor

R-09-158
AUTHORIZING THE MAYOR TO APPLY FOR THE COMMUNITY DEVELOPMENT
BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS GRANT, FISCAL YEAR
2010

R-09-183
RELATIVE TO THE ADOPTION OF FISCAL YEAR 2010 PROPOSED BUDGET FOR
THE CITY OF NASHUA GENERAL, ENTERPRISE, AND SPECIAL REVENUE FUNDS

R-09-188
APPROVING A FIVE-YEAR AGREEMENT WITH FIRST TRANSIT, INC. FOR
TRANSIT OPERATING SERVICES

R-09-189
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO \$75,000 FROM
THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) INTO SPECIAL
REVENUE ACCOUNT 353-6532 "OVERTIME – 2008 ICE STORM"

The preceding Resolutions were passed May 12, 2009

Steven A. Bolton, President

Approved May 15, 2009

Donnalee Lozeau, Mayor

R-09-181
RELATIVE TO THE USE OF HOME INVESTMENT PARTNERSHIP FUNDS BY
HARBOR HOMES FOR AN AFFORDABLE HOUSING PROJECT LOCATED AT 59
FACTORY STREET

The preceding Resolution was passed May 12, 2009

Steven A. Bolton, President

Took Effect 7 Days After Passage Without the Mayor's Signature

May 20, 2009

R-09-185
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$25,000 FROM THE
AMERICAN SCHOOL HEALTH ASSOCIATION INTO SPECIAL REVENUE ACCOUNT
#342-6441 "SCHOOL BASED COMMUNITY IMMUNITY INITIATIVE"

R-09-186

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$70,000 FROM THE NH DEPARTMENT OF HEALTH & HUMAN SERVICES INTO SPECIAL REVENUE ACCOUNT #342-6474 "TUBERCULOSIS PROGRAM OF GREATER NASHUA"

R-09-191

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$130,798 FROM THE NH DEPARTMENT OF HEALTH & HUMAN SERVICES INTO SPECIAL REVENUE ACCOUNT #342-6476 "IMMUNIZATION PROGRAM OF GREATER NASHUA"

R-09-195

APPROVING A TWO-YEAR AGREEMENT WITH PRINTGRAPHICS OF MAINE, INC. FOR PRINTING AND MAILING OF PROPERTY TAX, WASTEWATER AND MOTOR VEHICLE BILLS

The preceding Resolutions were passed May 26, 2009

Steven A. Bolton, President

Approved June 1, 2009

Donnalee Lozeau, Mayor

R-09-187

AMENDING THE USE OF FISCAL YEAR 2004 COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS TO THE HARBOR HOMES AFFORDABLE HOUSING PROJECT LOCATED AT 59 FACTORY STREET

The preceding Resolution was passed May 26, 2009

Steven A. Bolton, President

Took Effect 7 Days After Passage Without the Mayor's Signature

June 3, 2009

R-09-192

AUTHORIZING THE MAYOR AND CITY TREASURER TO APPLY TO THE NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES (NHDES) FOR A LOAN OF UP TO \$1,300,000 FROM ITS REVOLVING LOAN FUND FOR EXPENSES RELATED TO THE HAINES STREET AREA SEWER SEPARATION PROJECT

R-09-193

ESTABLISHING TWO EXPENDABLE TRUST FUNDS, ONE FOR APPROPRIATIONS AND THE OTHER FOR DONATIONS, FOR THE PURPOSE OF FUNDING THE JULIA T. WARD PRIZE TO BE GIVEN ANNUALLY TO A STUDENT OF THE AMHERST STREET ELEMENTARY SCHOOL AND TO AUTHORIZE THE TRANSFER OF \$3,000 APPROPRIATED FOR THIS PURPOSE FROM ACCOUNT 590-23581-7206 "PRIOR YEAR ESCROWS, SCHOOL – SPECIAL AWARDS AND RECOGNITIONS"

R-09-198

RELATIVE TO THE RESCINDING OF AUTHORIZED UNISSUED DEBT

R-09-199

RELATIVE TO THE TRANSFER OF \$68,000 FROM EXPENDABLE TRUST FUND
ACCOUNT 981-5326 "PORTABLE CLASSROOMS" INTO ACCOUNT 681-34
"CAPITAL IMPROVEMENT – SCHOOL PORTABLE CLASSROOMS"

R-09-200

RECOGNIZING THE FAIRGROUNDS MIDDLE SCHOOL STUDENT HISTORIC
PRESERVATION TEAM

The preceding Resolutions were passed June 9, 2009

Steven A. Bolton, President

Approved June 15, 2009

Donnalee Lozeau, Mayor

R-09-194

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF UP TO \$200,000
FROM THE NEW HAMPSHIRE DEPARTMENT OF HEALTH AND HUMAN SERVICES
INTO SPECIAL REVENUE ACCOUNT #374-7205 "JARC – CAPITAL FY 2010" AND
#374-7206 "JARC – OPERATING FY 2010"

R-09-196

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$364,000 INTO
SPECIAL REVENUE ACCOUNT #341-6449 "FY2010 EMERGENCY PREPAREDNESS
GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH &
HUMAN SERVICES

R-09-197

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$138,000 INTO
SPECIAL REVENUE ACCOUNT #342-6475 "STD & HIV DISEASE CONTROL
GRANT" FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF HEALTH AND
HUMAN SERVICES

R-09-201

AUTHORIZING THE TRANSFER OF \$46,000 FROM ACCOUNT #674-05 "CAPITAL
IMPROVEMENTS – VAN REPLACEMENT" TO ACCOUNT #553-69051 "STREET
DEPARTMENT – FUEL ISLAND DISPENSERS" AND ACCOUNT #553-68056
"STREET DEPARTMENT – SIDEWALK PLOW"

R-09-202

AUTHORIZING THE MAYOR AND CITY TREASURER TO APPLY TO THE NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES (NHDES) FRO A LOAN OF UP TO \$500,000 FROM ITS REVOLVING LOAN FUND FOR EXPENSES RELATED TO THE NET METERING PROJECT AT THE NASHUA WASTEWATER TREATMENT FACILITY

R-09-204

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF \$35,474 FROM THE STATE OF NEW HAMPSHIRE DEPARTMENT OF SAFETY INTO SPECIAL REVENUE ACCOUNT #332-6312 "2008 STATE HOMELAND SECURITY PROGRAM"

The preceding Resolutions were passed June 23, 2009

Steven A. Bolton, President

Approved June 29, 2009

Donnalee Lozeau, Mayor

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